

Self Assessment Report



Beaconhouse National University

**School of Business Administration
(Department of Management Sciences)**

Bachelors in Business Administration

*Prepared by: Program Team of DMS
Presented by: Quality Assurance Department*

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Executive Summary of Self Assessment Reports

BNU strives hard to deliver quality education and has never compromised on its quality standards. Quality Assurance Department (QA) was setup in BNU in September 2005 as per directives of HEC and since then has actively worked for the quality of all academic programs offered at BNU. One of the important steps in this process is the Self Assessment of the Academic Programs.

Self-Assessment Report (SAR) is an effective tool in measuring and monitoring the outcome of a program. This is employed in Degree Awarding Institutes of Pakistan to identify strengths and weaknesses of the degree programs. Self Assessment Reports are prepared at the end of the assessment cycle of all academic programs at Beaconhouse National University (BNU).

QA department at BNU attempts to furnish the requisite information to complete Self Assessment Report in the light of certain criteria and standards as spelled out in the Self Assessment Manual prepared by HEC.

To complete the second cycle of Assessment in the year 2019-2021, fifteen degree programs were selected for Self Assessment, evaluation and improvements.

Objectives

Objectives of the Self Assessment report are:

1. To improve and maintain academic standards.
2. To verify that existing programs meet their objectives and institutional goals.
3. To provide feedback for the academic program.
4. To identify areas requiring improvements in order to achieve objectives through desired outcomes.

Execution of Self Assessment Process:

Presentations on the preparation of Self Assessment Report (SAR) were arranged for all Schools and faculty members of the selected program. This also served to explain the Self Assessment process and also a soft and hard copy of self assessment manual were also provided to further aid the process.


To initiate the SAR process, the Dean appoints the Program Team and Assessment Team Members to prepare the report in the subsequent weeks. Once completed, the Report is submitted to the Assessment team and QA department. The Assessment Team, accompanied with GM (QA) review the report with Dean and Program Team Members and concerned faculty.

The program weaknesses and strengths are identified in the final meeting. Solutions and Implementation plans are prepared based on the discussions. The following are discussed.

- a. Assessment Team findings
- b. Corrective Actions required
- c. Responsible Body for corrective actions
- d. Implementation Date

The recommended target dates to complete the tasks observed by Assessment Team, were approved by Vice Chancellor.

At the completion of Self Assessment cycle, QA submitted soft copy of all SAR to HEC for review and record.



Noreen Lodhi
GM, Quality Assurance
Beaconhouse National University



Shahid Hafiz Kardar
Vice Chancellor
Beaconhouse National University

Introduction

BNU's School of Business is committed to provide world class education with a focus on real world practice to help our students to develop the skills that are fundamental towards assuming leadership and managerial roles in the industry. The faculty at School of Business is a unique mix of foreign qualified, experienced academics and well-known practitioners, which brings its experience to the table and provides students with an unmatched academic as well as professional experience. School of Business aims at training its graduates to take up careers in the financial as well as non-financial corporate entities.

Department of Management Sciences

The Department of Management Sciences was founded as a part of the School of Business at the Beaconhouse National University. The Department of Management Sciences aim at imparting theoretical and practical knowledge in the fields of business, marketing, finance, supply chain management, human resource management, economics, banking, financial technology (fin-tech) and digital finance, information systems, business ethics, business laws and regulations, quantitative techniques and business communication. We believe in continuous improvement to deliver quality education, develop leadership skills and prepare our graduates for the modern corporate world. Department of Management Sciences offers a 4 years BBA (Hons.) program of 135 credits, with a focus on real world practice, in the following areas of specialization:

- Specialization in Finance
- Specialization in Information Technology (IT)
- Specialization in Marketing
- Specialization in Supply Chain Management

The students also have an option to choose BBA degree with Double Majors from the following:

- BBA (Hons.) with Double Majors in Finance & Marketing
- BBA (Hons.) with Double Majors in Supply Chain Management & Marketing

The students who desire to get Double Majors degree are required to enroll for one additional semester on completion of their BBA degree in at least one of the above areas of specialization.

Criterion 1: PROGRAM MISSION, OBJECTIVES AND OUTCOMES

Standard 1-1: The program must have documented measurable objectives that support Faculty / College and institution mission statements.

- **INSTITUTION MISSION STATEMENT**

BNU's mission is a unique undertaking that stands undeterred in producing a respectful and tolerant generation of young people who possess the potential to create a positive impact in their communities within a relatively short period of time. BNU continues to offer modern curricula in a range of conventional and new disciplines while preserving the history and culture of Pakistani society. It enriches the overall intellectual growth of a student through interaction and professional excellence.

- **DEPARTMENT VISION STATEMENT**

To become a leading viable business school recognized for its academic acumen and responsibility in creating social and economic impact through its community open to exchange of ideas and creativity.

- **DEPARTMENT MISSION STATEMENT**

To offer a transformational learning experience to aspiring business leaders in a liberal academic environment through relevant and intensive curriculum design focused on practical business exposure based on sound theoretical foundation, quality education and competent faculty with extensive experience in academia and industry.

- **PROGRAM OBJECTIVES**

Our BBA (Hons.) program aims at achieving the following objectives:

1. To provide students with a broad, functional knowledge of basic theories and practices in the field of business, finance, marketing, information technology, supply chain, management and economics.
2. To help students to develop their communication and interpersonal skills to interact in a corporate business environment.
3. To develop their ability to understand the legal framework under which businesses and financial entities are required to operate.

4. To develop ability of the students to understand and use annual report of corporate entities for informed decision making.
5. To create awareness of banking environment, financial products, operations and risk management techniques and practices.
6. To develop an understanding of financial management and corporate financing strategy and processes of financial and non-financial corporate entities.
7. To develop managerial and leadership skills.
8. To develop quantitative & analytical skills required to interpret and use economic, financial and business information for decision-making and research.
9. To develop their understanding of consumer behavior, marketing principles and techniques.
10. To train the students in applying information systems and technology in businesses.
11. To develop understanding of the ethical and social issues of concern to the business community.
12. To prepare students to become responsible and contributing members of the community.
13. To provide students with opportunities to learn both inside and outside of the classrooms to acquire current state of knowledge and practices to enhance their employability.

• **PROGRAM OBJECTIVES ASSESSMENT**

The following table shows how each of the above-mentioned program objectives were measured and what actions will be taken as a result of these measurements.

The benchmarks used for program objectives assessments are:

1. Employer Survey
2. Graduating Students Survey

Objectives	How Measured	When Measured	Improvement Identified	Improvement Made
1, 3, 4, 5, 6 & 9	Employer Survey	When students enter the market.	<ul style="list-style-type: none"> • Less student engagement in classes. 	<ul style="list-style-type: none"> • Engaging students during lectures by cross-questioning them.

			<ul style="list-style-type: none"> • Overambitious course outlines of few courses. • Mediocre performance of students in the final year project. 	<ul style="list-style-type: none"> • Breaking down courses into sections so that students can get the most out of it. • Creating a handbook of all the guidelines, assessment criteria and deliverables of the final year project to give students a better idea of what is expected of them.
2,7	<p>a. Graduating Students Survey</p> <p>b. Employer Survey</p>	<p>a. At the end of four-year program.</p> <p>b. When students enter the market.</p>	<ul style="list-style-type: none"> • Better communication & interpersonal skills required. 	<ul style="list-style-type: none"> • Encouraging students to work in teams and holding more student presentations in classes.
8	Graduating Students Survey	At the end of four-year program.	<ul style="list-style-type: none"> • Better quantitative & analytical skills required. 	<ul style="list-style-type: none"> • Changing the teaching methodology of quantitative courses by using more and more practical exercises in the classes. • Incorporating more and more mathematical and

				statistical software in the curriculum.
10	Employer Survey	When students enter the market.	<ul style="list-style-type: none"> Students not proficient in the use of computers and information technology. 	<ul style="list-style-type: none"> Holding more and more lab exercises for IT related courses to make students more tech-savvy.
11 & 12	a. Graduating Students Survey b. Employer Survey	a. At the end of four-year program. b. When students enter the market.	<ul style="list-style-type: none"> More adherence to ethical and professional values required. 	<ul style="list-style-type: none"> Adding a course of Business and Professional Ethics in the program structure. Motivating students to volunteer and work in not-for-profit organizations.
13	a. Graduating Students Survey b. Employer Survey	a. At the end of four-year program. b. When students enter the market.	<ul style="list-style-type: none"> Less focus on practical aspect in the curriculum. Weak performance of students in the internship report. 	<ul style="list-style-type: none"> Adding a 6 to 8 weeks mandatory internship in the curriculum for all Fall 2019 and onward batches and making it optional for batches prior to Fall 2019. Changing the teaching methodology of courses to incorporate more case studies and practical exercises in the classes.

			<ul style="list-style-type: none"> Revising the guidelines and evaluation criteria of internship.
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Table 4.1: Program Objective Assessment

Standard 1-2: The program must have documented outcomes for graduating students. It must be demonstrated that the outcomes support the program objectives and that graduating students are capable of performing these outcomes.

- PROGRAM OUTCOMES**

- Students have sound theoretical knowledge of business, finance, marketing, information technology, supply chain, management and economics.
- Communicate effectively and professionally and demonstrate the ability to create coherent written and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.
- Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment characterized by uncertainty.
- Awareness and ability to understand and use computer-based information systems and end-user computing tools and infrastructures to apply and interpret functional business knowledge.
- Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams. Graduates acknowledge and understand significance of the cultural diversity, adapt their interpersonal behaviors and style accordingly. Understand the dynamics of the organizational conflict and power and politics and make use of their analytical and interpersonal skills accordingly.
- Identify core organizational values and understand the issues of ethical and social diversity based on ethic, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.

- g. Learn through formal lectures and demonstrate confidence in computer lab sessions, discussions, mock interviews and internships.
- h. Demonstrate ability to understand the legal framework for businesses.
- i. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.

Program Objectives	Program Outcomes								
	a	b	c	d	e	f	g	H	i
1	x		x	x	x	x		X	x
2		x	x		x		x		
3			x			x		x	
4	x		x					x	x
5	x		x						x
6	x		x						x
7		x	x		x	x	x		x
8			x	x			x		x
9	x	x	x			x			x
10	x		x	x			x		x
11					x	x			
12			x		x	x		x	
13	x	x	x	x	x	x	x		x

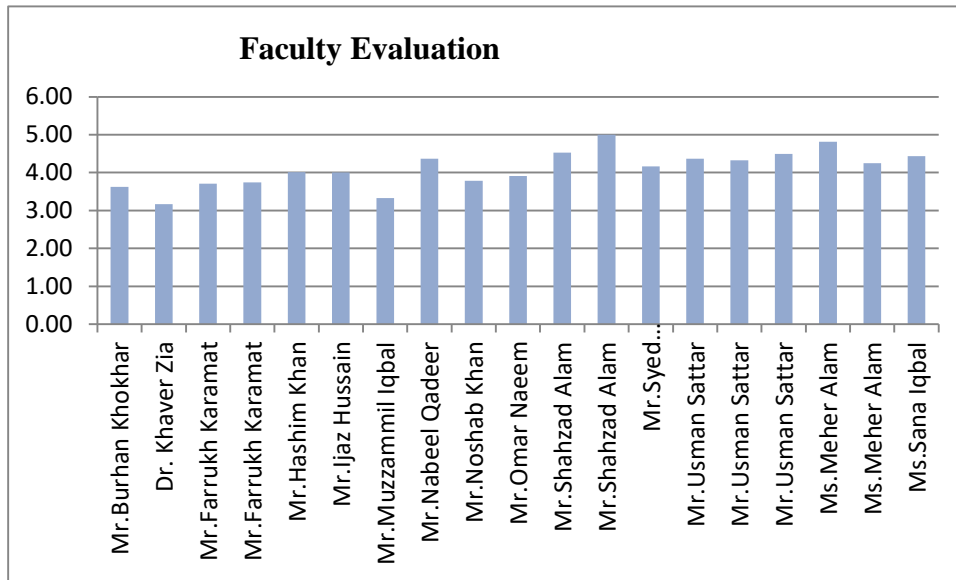
Table 4.2: Outcomes Vs Objectives

Standard 1-3: The results of program’s assessment and the extent to which they are used to improve the program must be documented.

School of Business evaluates student and faculty assessments and reinforces its BBA (Hons.) program by taking the steps mentioned in standard 1-1.

Faculty Evaluation

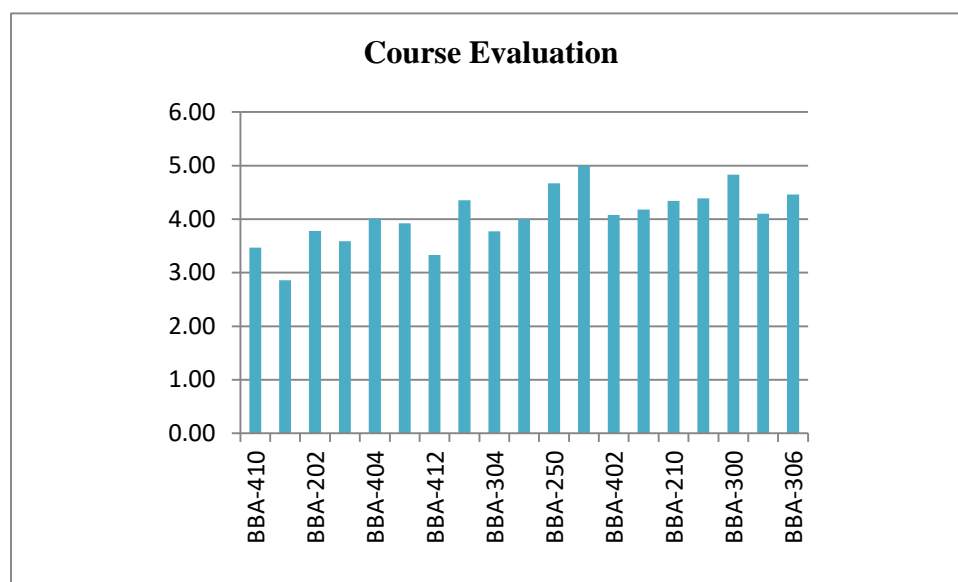
Sr.No.	Name of Faculty	Faculty Evaluation (out Of 5)
1	Dr. Khaver Zia	3.17
2	Mr Burhan Kokhar	3.62
3	Mr.Farrukh Karamat	3.71
4	Mr.Farrukh Karamat	3.74
5	Mr.Hashim Khan	4.01
6	Mr.Ijaz Hussain	4.00
7	Mr.Muzzammil Iqbal	3.33
8	Mr.Nabeel Qadeer	4.37
9	Mr.Noshab Khan	3.78
10	Mr.Omar Naeem	3.91
11	Mr.Shahzad Alam	4.53
12	Mr.Shahzad Alam	5.00
13	Mr.Syed Muhammad Ijaz	4.16
14	Mr.Usman Sattar	4.37
15	Mr.Usman Sattar	4.32
16	Mr.Usman Sattar	4.49
17	Ms.Meher Alam	4.81
18	Ms.Meher Alam	4.25
19	Ms.Sana Iqbal	4.43



Course Evaluation

Sr.No.	Course Code	Course Title	Course Cr.Hrs.	Course Evaluation (out of 5)
1	BBA-410	Business Strategy & Policy	3	3.47
2	BBA-414	Project Part II	3	2.86
3	BBA-202	Financial Instruments, Markets and Institutions	3	3.78
4	BBA-408	Contemporary Business and Finance Issues	3	3.59
5	BBA-404	Business and Professional Ethics	3	4.01
6	BBA-311	Quantitative Techniques in Business	3	3.92
7	BBA-412	Risk Management	3	3.33
8	BBA-309	Entrepreneurship & Business Development	3	4.35
9	BBA-304	Corporate Law and Governance	3	3.77
10	BBA-310	Banking Products & Operations	3	4.00
11	BBA-250	Retail Management	3	4.67
12	BBA-421	Branding strategy & Management	3	5.00

13	BBA-402	Business Tax and Commercial Laws	3	4.08
14	BBA-406	ERP Systems	3	4.18
15	BBA-210	Management Information System	3	4.34
16	BBA-315	Management Information Systems Lab	1.5	4.39
17	BBA-300	Integrated Marketing Communication	3	4.83
18	BBA-424	Digital & Online Marketing	3	4.10
19	BBA-306	Microfinance & SME Banking	3	4.46



PROGRAM STRENGTHS

- The faculty at School of Business is a unique mix of foreign qualified, experienced academics and well-known practitioners, which brings its experience to the table and provides students with an unmatched academic as well as professional experience.
- The School of Business provides its students with a comfortable learning environment with well-equipped classrooms and lab. All of the classrooms and labs are temperature controlled and fully ventilated with multimedia and sound systems installed in them. Students also have access to a good WIFI connection in building and desktop computers in lab.
- The optimal student-teacher ratio at School of Business allows for more student-faculty interaction.

- Case study and project-based teaching methodology followed by the faculty at School of Business, encourage creative thinking and helps in developing analytical and problem-solving skills in the students.

PROGRAM WEAKNESSES

- The Department of Management Sciences needs to work on personality development of the students who lack confidence or have stage fear.
- The lab of School of Business should have its own lab assistant, who sits in the lab and provide support services while the students are using the lab. The lab should also have a printer and a scanner for the students and faculty.
- The Department of Management Sciences is lagging in terms of research and conducting seminars and conferences for its students and faculty to attend.
- The Department of Management Sciences has not conducted any faculty development workshop for its faculty.
- Considering the continuously changing environment we are living in, and the increasing amount of information we generate, receive, and process every day, there is a need to add a course on data sciences and artificial intelligence in the program structure

PROGRAM FUTURE DEVELOPMENT PLANS

- BNU provides a research incentive to its faculty on journal publications in order to encourage research environment in the campus.
- Incorporation of ‘Artificial Intelligence’ course into the program structure to introduce students to the basic techniques of AI, how it is applied to problems, future applications and the challenges, risks, and ethical considerations in the use of AI.
- School of Business has allocated a budget for guest lectures, workshops, conferences and seminar for its students and faculty for their professional development.

Other than the steps mentioned above, School of Business reinforces its BBA (Hons.) program by taking the steps mentioned in standard 1-1.

Standard 1-4: The department must assess its overall performance periodically using quantifiable measures.

Year	Applied	Admitted	Rejected	Not Joined	Left	Terminated/ Struck Off	Graduated	Active	Accumulative Active
2017- 18	266	58	63	65	32	44	0	74	74
2018- 19	273	65	59	74	9	19	0	39	113
2019- 20	308	134	28	92	3	22	0	96	209

Criterion 2: CURRICULUM DESIGN AND ORGANIZATION
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Standard 2-1: The curriculum must be consistent and supports the program’s documented objectives.

A. Title of Degree Program

Bachelor of Business Administration (BBA) (Hons.)

B. Definition of Credit Hour

One credit hour stands for one contact hour of teaching per week.

C. Degree Plan

	Course Code	Course Title	Course Category	Course Pre-Requisites	Credit Hours
Year I Semester I	EDU-101	Foundation English	M1	-	3
	SLA-103	Islamic Studies	M2	-	1.5
	BBA-201	Business Mathematics	M3	-	3
	BBA-205	IT in Business	M4	-	3
	BBA-112	IT in Business Labs	M5	-	1.5
	BBA-111	Introduction to Business	F1	-	3
					15
Year I Semester II	BBA-101	Microeconomics	M6	-	3
	BBA-105	Business Statistics	M7	-	3
		Elective*	GR1	-	3
	BBA-113	Principles of Management	F2	-	3
	BBA-114	Business Communication I	M8	M1	3
	BBA-109	Introduction to Accounting	F3	-	3
					18
Year II Semester III		Elective *	GR2		3
	BBA-106	Macroeconomics	M9	M6	3
	BBA-203	Principles of Marketing	F4	-	3
	BBA-216	Business Finance I	F5	F3	3
	BBA-212	Business Communication II	M10	M8	3
	BBA107	Introduction to Banking	F6	F3	3
					18
Year II	BBA-217	Business Finance II	F7	F5	3
		Elective*	GR3		3
	BBA-303	Operations Management	C1	F1	3
	BBA-214	Organization Behavior	F8	F2	3

Semester IV	BBA-213	Cost and Management Accounting	C2	F3	3
	BBA-110	Financial Statement Analysis and Reporting	C3	F3	3
					18
Year III Semester V	BBA-202	Financial Instruments, Markets and Institutions	C4	F3	3
	BBA-210	Management Information System	F9	F2, M4, M5	3
	BBA-315	MIS Labs	F10	F2, M4, M5	1.5
	BBA-311	Quantitative Techniques in Business	C5	M3, M7	3
	BBA-304	Corporate Law and Governance	C6	F1	3
		Elective*	GR4		3
					16.5
Year III Semester VI	BBA-208	Human Resource Management	F11	F2, F8	3
	BBA-402	Business Tax & Commercial Laws	C7	F3	3
		Elective*	GR5	-	3
	BBA-316	Business Research Methods	F12	M7	3
	BBA-318	Digital Marketing	C8	F4	3
	BBA-404	Business and Professional Ethics	C9	F1	3
					18
Year IV Semester VII		**Specialization Course	S1		3
		**Specialization Course	S2		3
	BBA-215	Social & Economic Issues in Pakistan	C10	F3	3
	BBA-309	Entrepreneurship & Business Development	C11	F1	3
	BBA-425	Business Analytics	C12		3

		Elective*	GR6		3
					18
Year IV Semester VIII		**Specialization Course	S3		3
		**Specialization Course	S4		3
	BBA-413	Business Project	C13	F12	3
		Elective*	GR7		3
	SLA-103	Pakistan Studies	M11		1.5
					13.5
		Total			135

Key:

M=Mandatory Course

GR=General Elective

F=Foundation Course

C=Core Course

S=Specialization Course

*Inter-Disciplinary Courses

** Please see the list of specialization courses below

BBA (Hons.) program at School of Business is offered in the following areas of specialization:

- Specialization in Finance
- Specialization in Information Technology (IT)
- Specialization in Marketing
- Specialization in Supply Chain Management

**List of Specialization Courses					
	Course Code	Course Title	Course Category	Course Pre-Requisites	Credit Hours
Specialization in Finance					
	BBA-401	Financial Modelling	S1	F3, F5, F7	3

	BBA-438/BBA-439	Strategic Corporate Finance/Fin tech & Digital Finance	S2	F3, F5, F7	3
	BBA-305	Investment & Portfolio Analysis	S3	F3, F5, F7	3
Students can choose any one of the following courses					
	BBA-418	Banking Operations & Management OR	S4	F3, F5, F7	3
	BBA-412	Risk Management	S4	F3, F5, F7	3
Specialization in Marketing					
	BBA-419	Marketing Management	S1	F4	3
	BBA-420	Advertising & Promotion	S2	F4	3
	BBA-421	Branding Strategy and Management	S3	F4	3
Students can choose any one of the following courses					
	BBA-422	Marketing Research, Design & Analysis OR	S4	F4, F12	3
	BBA-423	Global Marketing OR		F4	3
	BBA-437	New Product Development OR		F4, F12	3
	BBA-317	Consumer Behavior		F4	3
Specialization in Information Technology					
	BBA-307	Database Management Systems	S1	M4, M5	3

	BBA-206	Creating Web Content	S2	M4, M5	3
	BBA-407	Computer Networks	S3	M4, M5	3
	BBA-406	ERP (Applications)	S4	M4, M5	3
	BBA-426	Fundamentals of Supply Chain management	S1	-	3
Specialization in Supply Chain Management					
	BBA-427	Procurement Management	S2	-	3
	BBA-428	Storage & Warehouse Management	S3	-	3
Students can choose any one of the following course					
	BBA-429	Transportation Techniques & Management OR	S4	-	3
	BBA-430	Distribution Network Designing		-	3

6 to 8 weeks internship is also mandatory for all the students admitted on or after Fall 2019 semester. However, this internship is optional for students admitted prior to Fall 2019. Internship placements are made only in a pre-qualified list of companies. Also, internships are supervised by a supervisor and have 3 credit hours on pass/fail basis in lieu of an elective course (interdisciplinary) and have no impact on CGPA.

The students also have an option to choose BBA (Hons.) degree with Double Majors from the following:

- BBA (Hons.) with Double Majors in Finance & Marketing
- BBA (Hons.) with Double Majors in Supply Chain Management & Marketing

The students who desire to get Double Majors degree are required to enroll for one additional semester on completion of their BBA degree in at least one of the above areas of specialization.

D. Course Outlines

The 4 years BBA (Hons.) program offered by the School of Business is rigorous and unique in terms of its depth, relevance and curriculum. Course outlines are attached for reference.

➤ **ENGLISH**

Course Description/Objective

This course provides the students Language skills for effective communication, organizational communication, the writing process, designing business documents, writing business correspondence, preparing reports, proposals, manuals and presentation, preparing employment and administrative messages, business terminology for marketing and trade, communicating with the customer

Intended Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. To further develop students skills in reading, writing, speaking and thinking.
2. To develop students „understanding and appreciation of English language and its use in effective communication and literature.
3. To develop student understands and appreciation of essay writing, short stories and will develop ability to evaluate and understand written material.
4. To develop effective business communication skills and enhance presentation skills.

Course Content

Week 01	<ul style="list-style-type: none">▪ Parts of Speech▪ Parts of Sentences
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Week 02	<ul style="list-style-type: none"> ▪ Clauses ▪ Phrases ▪ Capitalization ▪ Punctuation ▪ Usage ▪ Modifiers
Week 03	<ul style="list-style-type: none"> ▪ Conjunctions ▪ Figures of Speech ▪ Modifiers ▪ Proofreading
Week 04	<ul style="list-style-type: none"> ▪ Pre-writing Skills ▪ Graphic Organizers ▪ Five Planning steps for effective message
Week 05	<ul style="list-style-type: none"> ▪ Reflective Essays ▪ Persuasive Essays ▪ Compare-Contrast Essays
Week 06	<ul style="list-style-type: none"> ▪ Literary Analysis ▪ Library Skills ▪ Reference Book Skills
Week 07	<ul style="list-style-type: none"> ▪ Creative Writing ▪ Letter Writing ▪ bad news, good news,
Week 09	<ul style="list-style-type: none"> ▪ Resume, ▪ Emails and applications
Week 09	<ul style="list-style-type: none"> ▪ Research Papers
Week 10	<ul style="list-style-type: none"> ▪ Short story writing
Week 11	<ul style="list-style-type: none"> ▪ 7 Cs of communication
Week 12	<ul style="list-style-type: none"> ▪ Effective reading skills development ▪ Book reading ▪ Research paper reading
Week 13	<ul style="list-style-type: none"> ▪ Case study

	<ul style="list-style-type: none"> ▪ Newspaper/ article
Week 14	<ul style="list-style-type: none"> ▪ Introduction to communication
Week 15	<ul style="list-style-type: none"> ▪ Effective presentation skills
Week 16	<ul style="list-style-type: none"> ▪ Public Speaking Skills ▪ Persuasive Speeches
Week 17	<ul style="list-style-type: none"> ▪ Presentation week

➤ ISLAMIC STUDIES

Course Instructor: Arsalan Ahmed

arsalan.ahmed@bnu.edu.pk

+92-321-4352434.

Course Description:

This course is designed to familiarize students with the Islamic tradition, to encourage them to independently engage that tradition and to ascertain its relevance to the modern individual and society. Students are expected to directly engage the authors of the texts, determine what each author is trying to convey, and raise questions on the author's arguments. There will be no attempt to impose a single viewpoint or methodology and students are encouraged to bring their perspectives and experiences to bear on the course. An "O-Levels" /Matriculation background in Islamic studies is assumed. Deeper knowledge of Islam is welcome, but not expected or presumed.

In summary, the **goals** of the course are:

1. To understand the Islamic tradition on its own terms.
2. To encourage students to make their own unbiased analysis and/or critique of that tradition independent of the confines and paradigms of existing contemporary discourses on Islam
3. To briefly discuss some of the issues and challenges confronting Islam in today's world.
4. To form the basis for further elective study in Islamic studies, if so desired.

Modules:

1. Islamic Scholarly Tradition: Understanding multiplicity in legal thought

2. Historical analysis of the compilation of Quran & Hadith
3. History of Islamic legal Thought
4. Understanding the methodology of the Fuqaha: Illat & Hikmat based approaches
5. The rise of ideology and the decline of knowledge
6. Islamic Commercial Law: Fiqh ul Mua'amalaat
7. Importance of Actions & Intentions
8. Freewill & Predestination: The importance of Human Actions & Accountability
9. Understanding Prophecy: The life of Muhammad
10. Contemporary Issues: Islam & Gender rights
11. Understanding Ima'an, Yaqeen and the existence of God through Experiential Knowledge

Reading Material:

Reading Pack for the course can be obtained from the University Photocopier. The reading pack includes core and supplementary texts and is a compilation of various chapters and academic papers written by different authors.

Assessment Breakup

Comprehension Quizzes (Announced & Unannounced): 40% (5 in total with n-1 policy) Final Exam: 60% (Comprehensive)

>>> Any student scoring below 50% in absolute terms will get a F grade as per university policy.

➤ BUSINESS MATHEMATICS

Course Objective:

The primary goal of this course is to teach the techniques of differentiation for exponential and logarithmic functions, differential calculus of several variables, integral calculus. Mathematics of finance is also covered. The course is designed to provide a sound, intuitive understanding of the basic concepts with economics and business applications.

Teaching Strategy:

The teaching methodology will include classroom lectures, lab sessions, quizzes and solving problem sets.

Final Assessment Criteria:

Final Exam	40%
Mid Tern Exam	25%
Assignments	15%
Quizzes	15%
Class Participation & Attendance	5%

Core Reading List:

1. Laurence D. Hoffman and Gerald Bradley, Applied Calculus for Business, Economics and the Social and Life Sciences, McGraw Hill, 2013, 11th Edition.

Reference Book

1. Ernest F. Haussler, Jr & Richard S. Paul, Introductory Mathematical Analysis for Business, Economics and the Social and Life Sciences, McGraw Hill, 2010, 13th Edition.

SYLLABUS

- I. Derivatives of Exponential and Logarithmic Functions: Exponential functions and their graphs, logarithmic functions and their graphs, solving logarithmic and exponential equations, properties of logarithm, change of base, Application of logarithmic and exponential functions: population growth, cost equation, supply equation, Demand equation, investment, sales, appreciation, Derivatives of Exponential and Logarithmic Functions, Applications: Marginal analysis, compound interest, depreciation, consumer expenditure, per capita growth, revenue growth, optimization with exponential and

- logarithmic functions, Applications: product reliability, optimal age for reproduction, effect of a toxin, depreciation, stock speculation
- II. Multivariable Calculus: Function of Several Variables, Production function, utility function, isoquants and indifference curves, amortization of debt, Partial Derivatives, Consumer demand and Marginal productivity, Optimizing functions of two variables, Maximizing profit function, minimizing cost function, Constrained optimization: The method of Lagrange Multipliers, Constrained Utility maximization, cost minimization and profit maximization
- III. Infinite Series and Mathematics of Finance: Infinite Series, geometric progression and series, Compound interest, effective interest rate, present value, net present value, annuities, present value of annuity, future value of annuity, sinking funds, amortization of loans, The multiplier effect in economics, perpetuities, present value of perpetuity
- IV. Integration: Indefinite integral, Techniques of Integration, Integration by Substitution, Fundamental Theorem of Integral Calculus, Applications: Marginal cost, profit and revenue, marginal propensity to consume, depreciation, demand, production, Area between Curves and average value, inventory, investment, Additional applications to business and economics: future value and present value of an income flow, the consumer's demand curve and willingness to spend, consumer's and producer's surplus, Profit
- V. Additional Topics in Integration: Integration by parts, Additional applications to business and economics: Marginal cost, average demand function, consumer's surplus, present and future value of an investment, Gini index of Lorentz curve

➤ **IT IN BUSINESS**

Credit Hrs.: 3

Course Objective:

An understanding of how the acquired theoretical knowledge can be put into practice. A critical awareness of discipline-based concepts and approaches to analyze and master contemporary management problems by using different tools. In-depth knowledge and insight in specific management-related areas. The ability to acquire and analyze data and information, to evaluate their relevance and validity, and to synthesize a range of information sources needed to develop a sophisticated understanding of a rapidly changing international and national business context.

Learning Outcomes:

1. To appreciate the importance of IT tools for business management
2. To understand how effective decisions can be taken by managers using the right it tools.
3. To demonstrate the analysis ability for selecting appropriate IT tools.

Reference Books:

- Lecture notes & slides
- Handouts

Course Contents:

<u>Week</u> Mon-Sat	Topics	Textbook (Ref A)	Tests & Assignments
<u>Wk-1</u>	Introduction to spreadsheet, Excel recap use of formulas Median, Mode, MAX, MIN, Average	Lecture slide & lab instruction	
<u>Wk-2</u>	Use of charts, Work with multiple worksheets Date calculation, filters (Auto & Advance)	Lecture slide & lab instruction	
Wk-3	use of Function (IF, Nesting, VLOOKUP DAVERAGE, DMAX, DMIN, DSUM)	Lecture slide & lab instruction	Assignment 1 Class Test 1
Wk-4	Working with financial formulas	Lecture slide & lab instruction	
<u>Wk – 5</u>	goal seek, scenario manager, solver, one- variable data table	Lecture slide & lab instruction	
<u>Wk – 6</u>	VBA environment	Lecture slide & lab instruction	Mid-term 1

<u>Wk-7</u>	VBA environment	Lecture slide & lab instruction	
<u>Wk-8</u>	introduction to Access Create tables	Lecture slide & lab instruction	Assignment 2 Class Test 2
<u>Wk-9</u>	Relationship, IIF function	Lecture slide & lab instruction	
<u>Wk-10</u>	design Forms view & query design view	Lecture slide & lab instruction	
<u>Wk-11</u>	Reports generation template	Lecture slide & lab instruction	Project Assigned
<u>Wk-12</u>	SugarCRM	Lecture slide & lab instruction	Mid-term 2
<u>Wk-13</u>	SugarCRM	Lecture slide & lab instruction	Assignment 3 Class Test 3
<u>Wk-14</u>	Case based lab practice		
<u>Wk-15</u>	Project presentation		
<u>Wk-16</u>	PREP BREAK		
<u>Wk-17</u>	FINAL EXAMINATION		

➤ **IT IN BUSINESS LABS**

Course Outline

Course: IT in Business (Lab)

Course Code: BBA-112

Program:	BBA
Department:	Business Administration, SLASS
Pre-Requisite:	None
Credit Hours:	1.5
Instructor:	M Burhan (Muhammad.burhan@bnu.edu.pk)
Lab Instructor	Adnan Majeed

Course Description

This course builds a foundation of digital literacy necessary for decision-making and success in a tech-savvy society. The lab-work encourages students to secure hands-on-practical skills for some of the office and business automation tools e.g., MS Word, MS Power Point, MS Excel, MS Publisher and Word Press.

Throughout the course, there is an emphasis on digital literacy and practice-based ICT skills. Formative assessments include quizzes and group assignments whereas summative assessment consists of a final project. Building on the input sessions from IT in Business (Theory), students shall be able to incorporate the most suitable IT based technologies to automate business processes. The final project is not only challenging but reflects a holistic approach for assessing the build capacity through theory and lab work.

Learning Objectives

- ✓ To fully understand formatting and editing documents using MS Word.
- ✓ To understand the use of presentation package e.g., MS Power Point.
- ✓ To develop data manipulation and calculation skills using MS Excel.
- ✓ To develop skills for effective use of internet (introduction to search engines and tips for ‘searching’)
- ✓ To be able to create a web site for greater business visibility.
- ✓ Effectively integrate all the technologies in final project.

Textbooks and References

- ✓ IT in Business Reading Package
- ✓ MS Word and MS Excel Tutorials literature

Scheme of Work

<u>Week</u>	<u>Lab</u>
1	Introduction to MS word, basic formatting using Home tab
2	Formatting using Insert, Page layout and view tabs
3	Introduction to corporate house styles and purpose-built formatting including table of contents and references
4	Introduction to MS Power-point, such as creating presentations, designing and editing slides, transitions, animation etc.
5	Editing Slides through Master slide view. Slide show settings, inserting figures, tables, Smart Art on slides.
6	Introduction to MS Excel, e.g. creating spreadsheet and importing data, basic formatting, checking data entry, data validation rules, Using named cells and ranges,
7	Manipulating strings e.g. =concatenate, extracting data from a string, basic Formulae, absolute and relative referencing with examples. Important functions such as; SUM, COUNT, AVERAGE, MAX, MIN, SUMIF, COUNTIF, AVERAGEIF, SUMPRODUCT,
8	Using AND, OR and NOT logical operators, IF and nested IF
9	V lookup and H lookup, Extensive examples, Working with multiple sheets, extensive examples
10	Conditional Formatting and rules.
11	Pivot tables, performing searches, Extensive examples
12	Introduction to Wix and Create Account and Create Website.
13	Creating and Formatting Pages (e.g., static homepage, generic pages), Hyperlinks
14	Usage of APIs in Website
15	Project Discussion

Grading

Quizzes	20%
Assignments	20%
Mid Term	20%
Final Project:	40%

Attendance policy

Owing to the interactive nature of the course, attendance is crucial. As the course will cover various subjects, student will lose substantial course content by missing any class. Therefore, only under unavoidable circumstances, student can miss a class. See university policy on minimum attendance allowed for final exams.

➤ INTRODUCTION TO BUSINESS

Course Instructor: Furqan Asad Suhail, CFA

Course Name: Introduction to Business Studies

Credit Hours: 3

Email: furqan.asad@bnu.edu.pk

Course Overview

The course is targeted to give an overview of business studies. It introduces students to the fundamental business topics (or functions) that comprise the typical majors found in Faculties of Business at universities, including accounting, finance, management, operations and marketing. The course also covers a variety of business-related topics, including the business environments (economic, cultural, political, and legal, all from an international perspective), ethics and social responsibility, business types, and entrepreneurship. Introduction to Business Studies course consequently covers much material and introduces students not only to business ideas and concepts, but also to the many new terms and concepts that are important for understanding modern business.

Learning Outcomes

At the end of the module students will be able to:

- Describe the functions of modern business

- Understand the role of management within a business setting
- Understand the vocabulary of business
- Find problems in the business environment with the use of case study analysis

Learning & Teaching Rationale

In order to support the learning outcomes, the module will include a variety of teaching and learning methods including lectures, group work, case studies and class discussions.

Evaluation

I reserve the right to make change in the evaluation criteria as the semester progresses.

Mode	Weightage
Final Exam	40%
Mid-Term Exam	20%
Quizzes	5%
Assignments	5%
Class Project	15%
Class Participation	10%
Attendance	5%

The following listing of topics outlines the subjects we will cover in class. I reserve the right to make changes to the syllabus as the semester progresses.

Course Outline

Indicative Module Content:

Topic 1: The Foundations to Business

Topic 2: Entrepreneurship

Topic 3: Business Ethics & Social Responsibility

Topic 4: Selecting a Form of Business Ownership

Topic 5: How to be a successful manager!

Topic 6: Human Resource Management

Topic 7: Basics of Marketing

Topic 8: Operations Management

Topic 9: Role of Accounting & Finance in Business

Essential Readings

- Book: Exploring Business – Version 3 - by Karen Collins
- Handouts

➤ **MICROECONOMICS**

COURSE DESCRIPTION

This course is designed to introduce key microeconomics concepts and techniques applicable as tools for rational economic decision-making within the micro framework. Emphasis is placed on optimal decisions making within the firm and the strategic relationship with other businesses. This course will also help the students to get familiarize with a working knowledge of Microeconomics and to build a thorough understanding of different market structures and their effects on price and output.

LEARNING OUTCOMES

After studying this course, the student will be able to understand:

- The factors that determine demand and supply along with the concept of elasticity
- Analyze efficiency and the role of government in promoting and deterring efficiency
- Identification of goods and the public choice and the existence of impact of externalities.

TEACHING ARRANGEMENTS

Lectures: There will be two lectures weekly on **Wednesday** and **Friday** of **90** minutes each.

Attendance: Students must attend all the classes. Students with less than **75% attendance** will not be allowed to take the final exam.

Grades: The overall marks for the course depend on performance during the semester (**50%**) and performance in the final examination (**50%**).

Google Classroom: All material related to the course including assignments, solution to quizzes and grades will be uploaded at the student portal: *Google Classroom* → *Microeconomics (Banking & Finance)*

The distribution of credits will be as follows:

Coursework	Marks (%)
Assignments & Quizzes	20
Mid-Term Examination	30
Sub-total	50
<u>Final Examination</u>	<u>50</u>
Total	100

Plagiarism: The University's Assessment Regulations indicate that "Plagiarism and dishonest practice in coursework and examinations are serious offences for which offenders will be penalized". Students are warned that plagiarism (i.e. use of other people's work without proper acknowledgment), and other forms of dishonest conduct will normally lead to automatic failure in the course.

Readings

1. Campbell R. McConnell & Stanley L. Brue, *Economics*, 18th Edition
2. David M. Winch, *Microeconomics: Problems and Solutions*, Latest Edition
3. Dominick Salvatore, *Microeconomics*, 4th Edition (Schaum's Outline)
4. Robert S. Pindyck and Daniel L. Rubinfeld, *Microeconomics*, 6th Edition
5. N. G. Mankiw, *Principles of Microeconomics*, 4th Canadian Edition

COURSE CONTENT

WEEK 01	BASIC ECONOMIC CONCEPTS <ul style="list-style-type: none"> • Economics: Basic Themes and Nature • Micro versus Macro Economics • Positive versus Normative Economics • Economic Problem of resource allocation
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WEEK 02, 03	DEMAND AND SUPPLY ANALYSIS <ul style="list-style-type: none"> • The demand function and changes in demand • The supply function and changes in supply • Equilibrium of Supply & Demand • Elasticity of demand/supply and its measurement • Mathematical Applications
WEEK 04	APPROACHES TO UTILITY ANALYSIS <ul style="list-style-type: none"> • Cardinal approach and consumer equilibrium • Ordinal approach and consumer equilibrium • Price, Income and Substitution effects on consumer equilibrium
WEEK 05, 06	PRODUCTION ANALYSIS <ul style="list-style-type: none"> • Basic production concepts: Short-run and long-run production • Total, Average and Marginal Product • Returns to scale • Mathematical Applications
WEEK 07, 08	COST AND REVENUE ANALYSIS <ul style="list-style-type: none"> • Basic cost of production concepts: Short-run cost, long-run cost • Total, Average and Marginal revenues • Profit-Maximization • Mathematical Applications
WEEK 09, 10	MARKET STRUCTURES AND PRICING <ul style="list-style-type: none"> • Market and its forms • Price and output under perfect competition, monopoly, duopoly, oligopoly and monopolistic competition • Mathematical Applications in Perfect Competition and Monopoly • Game Theory: Basic concept and Nash Equilibrium
WEEK 11	GAME THEORY <ul style="list-style-type: none"> • Basic Concepts of game theory • Nash Equilibrium

WEEK 12, 13	RESOURCE ALLOCATION <ul style="list-style-type: none"> • Public Goods and Public Choice theory • Role of the Government in market efficiency • Existence of impact of externalities
WEEK 14	COST-BENEFIT ANALYSIS <ul style="list-style-type: none"> • Public vs Private Projects • Net Present Value • Risk Assessment • Mathematical Applications
WEEK 15	Revision/Final Exam

➤ BUSINESS STATISTICS

Course Objectives:

The focus of the course will be to encourage critical thinking in students by emphasizing on concepts of the subject and illustrating them with the help of examples using data from real world situation. It will make the students understand and learn by means of data collection, processing, presentation and inference.

Core Reading Books:

1. Lind, Marchal and Wathen: Statistical Techniques in Business and Economics, McGraw Hill, 15th Edition.
2. Freedman, David, Roger Perves and Robert Pisani: Statistics, 4th Edition. WW Norton and Company.

Reference Books

1. McClave, Benson and Sincich: Statistics for Business and Economics. 7th Edition.
2. Levin and Rubin: Statistics for Management, 7th Edition.

Course Contents:

I. Introduction to Statistics

- Types of Statistics, Types of Variables, Levels of Measurements
- II. Presentation of Data
- Construction of frequency tables, Bar Chart & Pie Chart.
 - Histogram, Frequency curves, Stem and Leaf plot
- III. Measures of Central Tendency
- Measures of central tendency: mean, median, mode, geometric mean (grouped & Ungrouped data)
- IV. Measures of Dispersion
- Measures of Dispersion: Range, Mean Deviation, Variance and Standard Deviation,
 - Measures of Dispersion: Deciles, Quartiles & Percentiles; Box plot.
 - Measures of Dispersion: Application of Chebyshev's theorem, Relative Dispersion.
- V. Index Numbers
- Index Numbers: Simple Index Numbers, Unweighted and weighted Indexes.
 - Index Numbers: Value Index, Special-purpose Indexes and Consumer Price Index, Shifting the base.
- VI. Probability
- Probability Concepts: Principles of Counting, Approaches to assigning probabilities
 - Rules of Addition and Multiplication
 - Independence, Conditional probability, Contingency Tables.
- VII. Random Variables
- Random Variables: Concept of Discrete and continuous random variables, Probability Distribution
 - Random Variables: Mean & Variance of Discrete distributions, Bi variate Discrete distribution
- VIII. Discrete Probability Distribution
- Discrete Probability Distributions: Binomial distribution and its applications.
 - Discrete Probability Distributions: Hyper geometric Probability distribution and its applications.
 - Discrete Probability Distributions: Poisson Probability distribution and its applications.
- IX. Continuous Probability Distribution
- Continuous Probability Distributions: Uniform distribution and its applications.

- Continuous Probability Distributions: Properties of Normal Distribution, Finding area under the normal curve
- Continuous Probability Distributions: The normal approximation to Binomial

X. Analysis of Financial Data

- Financial terms, net present value, project investment data, risk and statistical estimation of IRR, time series financial data, forecasting, seasonal variation.
- Regression Analysis: Least squares principle, Estimating the regression line, Drawing the line of Regression. Standard Error of the estimate.

➤ **PRINCIPLES OF MANAGEMENT**

Course title	Principles of Management
Course code	BBA-113
Credit hours	3
Program	BBA (Hons.)
Course instructor	Sana Iqbal

Course Description

The course is designed to give students an overarching view of management and the basic intellectual tools they need to meet today's organizational challenges. This basic management course will investigate the different functions of management. In tandem, the course will explore how issues such as organization structure, technology, innovation, organization culture, the competitive environment and customer-focus influence managerial decision making.

Course Objectives

- To introduce students to various topics pertaining to management, such as planning, strategic management, decision making, development of the concept of management over time, leadership, organizational change management & organizational culture, organizational structure.
- To help students understand and appreciate different managerial functions and their application in an organizational setting.
- Enable students to critically examine managerial decision-making, and the reasons and the context it takes place in, to sharpen their own judgment to make informed decisions.

- Help students become more professional, ethical managers and leaders, who can thrive in workplaces.
- Apply relevant management concepts, tools, and theories to critically analyze and evaluate business problems/ decisions, given the understanding of external and internal environment of organizations.

Learning Outcomes

Upon successful completion of the course, students will be able to;

- Demonstrate their knowledge of different managerial functions and apply concepts to discuss, debate, analyze and evaluate a variety of real-life managerial issues.
- Critically examine managerial decision-making and the reasons and the context it takes place in, to sharpen their own judgment to make informed decisions.

Recommended Textbooks and Materials

- Robbins, S. and Coulter, M., 2016 (13th edition), “Management”, England, Pearson Education Limited.
- Bateman, Thomas S. and Snell, Scott A., 2013 (11th edition), "Management: Leading and Collaborating in a Competitive World", New Delhi, Tata McGraw-Hill Publishing.
- Handouts (Web reference or soft/hard copy will be provided to the class or will be uploaded on google classroom)

Grading Assessment

Students will be assessed on the following criteria:

Assignments	10%
Quizzes	10%
Presentation	10%
Class Participation	5%
Class Attendance	5%
Mid Term	20%
Final	40%

Note

Students are required to be regular and punctual in attending classes. Student having less than 75% attendance in classes will not be eligible to sit in final exam. Students will only be considered present if they appear for the class within first 10 minutes of scheduled time.

Students are also required to complete the assigned readings before each class to enhance the quality of shared learning. Students are also encouraged to participate actively in class and cite relevant personal examples so that all can benefit from diverse perspectives on the topic.

Course Contents¹

Week	Topics Covered	Recommended Readings	Session Objectives
1&2	Class introduction and discussion of the course outline Managing and Performing	Chapter#1	Introduction to management functions and key elements of the new competitive environment.
3	History of Management	Chapter#1 (Management History Module)	Some early management examples and classical and contemporary approaches of management.
4&5	Managerial Decision Making	Chapter#2	Introduction to the stages of decision making and understanding decision making in practice.
6&7	Managing Change and Innovation	Chapter#7	Understanding how to manage change in today's technological environment.
8	Foundations of Planning	Chapter#8	Understanding the planning process and the alignment of tactical, operational and strategic planning.

¹ The instructor may swap sessions and amend the course outline, if required. Progress of the course will depend upon the ability of students to understand and absorb lecture materials in class.

9&10	Strategic Management	Chapter#9	Introduction to strategic planning and its effective implementation.
11&12	Organizational Structure and Design	Chapter#10	Introduction to different components & types of organizational designs.
13	Being an Effective Leader	Chapter#17	Introduction to various leadership theories and their applications.
14	Monitoring and Controlling	Chapter#18	Introduction to various managerial control strategies.

➤ **BUSINESS COMMUNICATION I**

Instructor	FATIMA KHALID
Office	
Office Hours	
Email	fatima.khalid@bnu.edu.pk
Teaching Assistant	

COURSE BASICS		
Course Type	Compulsory	
Open for Category	Sophomore and Junior	
Credit Hours	03	
Course Pre-Req		
Lecture(s)	Number of lectures per week	02
	Duration per lecture	90 minutes

COURSE DESCRIPTION

This course introduces the various communication options available in a business context so that students can make appropriate choices in the workplace. Students will gain confidence in their ability to communicate by practicing and receiving feedback on business communication skills. Opportunities for improving academic and workplace language proficiency are embedded in the course. The course encourages the development of academic literacy which will enable students to become independent learners in the BBA program and to work efficiently and effectively in the workplace.

COURSE OBJECTIVES

This course is designed to develop the following professional skills:

1. Students will understand how businesses communicate through formal and informal communication networks.
2. Students will be able to recognize communication meanings that are rooted in cultural experience.
3. Students will demonstrate techniques to graphically communicate information for written and oral communication.
4. Students will understand the ethical goals of business communication and tools for communicating ethically in business.

LEARNING OUTCOME

By the end of the course students should be able to: 1. apply business communication theory to solve workplace communication issues. 2. demonstrate the communication skills required in the workplace. 3. understand complex ideas in written and spoken formats. 4. express complex ideas accurately in written and spoken formats. 5. manage resources effectively and efficiently in an academic context. 6. obtain information from a variety of sources and use it ethically.

TEACHING TOOLS

1. Class Discussion (Question and Answers)
2. In-class Activity to reinforce concepts
3. On-line Articles (HBR, HBR-ascend etc.)
4. Case Study
5. Group Presentations
6. TEDx Talks
7. Listening activities

WEEK	DAY 1	DAY 2
WEEK 1	Introduction to Business Communication	Speaking Activity: 1 min. Speech • Students are encouraged to watch any video (news, movie, season, show) and present the summary within 1 minute.
WEEK 2	Understanding Business Communication in Today's Workplace	7 C's of Communication
WEEK 3	Sales Pitch Activity: Pick up a Product/Service and imagine a room full of potential clients and a salesperson or sales team going through a slideshow in front of them—like “Shark Tank” or “Dragons’ Den.”	Reflections on Sales Pitch Activity and Learning strategies to improve Sales Pitch. How to NOT Get Nervous Speaking in Front of People
WEEK 4	Learning Phonics Synthetic	Planning a Business Message
WEEK 5	Writing a Business Message	Completing a Business Message
WEEK 6	Formats of Letter, E-mail and Memo	Activity: Email, Letter, Memo Writing. This activity aims to check the ability of students understand the Business Language as well as their message is planned, well-written and Complete
WEEK 7	Power of Teamwork- Ritz Carlton Hotel	Team Skills and Interpersonal Skills
WEEK 8	Referencing using APA format. Students will learn about citations, plagiarism which will help them writing their essays.	Mid Term Exam
WEEK 9	Activity: Importance of Business Communication in Contemporary World. In this activity students form a Team, brainstorm ideas and create an assignment.	Resume Writing: 7 Reasons why CV is important How to write CV in 2020

WEEK 10	Resume Writing Activity: Students will learn how to write Resume using MS Word and Canva	Creating Profile on LinkedIn: Importance of LinkedIn. Concept of Six Degrees of Separation-Students will be further asked to create LinkedIn Profiles and start connecting with their peers to enhance their social connection
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➤ INTRODUCTION TO ACCOUNTING

Course Objectives:

This course is an intensive introduction to the preparation and interpretation of financial information for external and internal users. This course develops understanding of the complete accounting cycle. The course adopts a decision-maker perspective on accounting with the goal of helping students develop a framework for understanding financial reports of various business entities.

Learning Outcomes:

On completion of this course students would be able to prepare, understand, analyze and use financial statements of service and merchandising business entities from perspectives of various information users.

Course Contents & Schedule:

<u>Week</u> Mon-Sat	Topics	Textbook (Ref A)	Tests & Assignments
<u>Wk-1</u>	INTRODUCTION: Accounting Information. Scope and need for Accounting. Accounting Systems. Users of Accounting Information. Types of Businesses: Service, Merchandising and Manufacturing. Types of Business	FMA Ch. 1	Marked Practice Questions

	Organization and their Features.		
<u>Wk-2</u>	INTRODUCTION TO BASIC FINANCIAL STATEMENTS: Introduction to Financial Statements. Balance Sheet, Income Statement, Statement of Changes in Owner's Equity. Statement of Cash Flows. Relationship among Financial Statements. Forms of Business Organizations.	FMA Ch. 2	Marked Practice Questions
<u>Wk-3</u>	ACCOUNTING CYCLE-CAPTURING ECONOMIC EVENTS FOR SERVICE BUSINESSES: Double Entry System. Journal and Ledger. Recording transactions in Journal and Ledger. Balancing off the Ledger Accounts. Preparation of Trial Balance.	FMA Ch. 3	Quiz 1
<u>Wk-4</u>	ADJUSTING ENTRIES: Revenue and Capital Expenditures. Adjustments for Accruals and Deferrals. Closing Entries for Expenses, Incomes and Net Income to Owner's Equity	FMA Ch. 4	Marked Practice Questions
<u>Wk-5</u>	PREPARATION OF FINANCIAL STATEMENTS: Preparation of Income Statement, Balance Sheet and Statement of Owner's Equity.	FMA Ch. 5	Marked Practice Questions
<u>Wk-6</u>	PREPARATION OF FINANCIAL STATEMENTS: Preparation Statement of Cash Flows	FMA 13	Midterm 1

<u>Wk-7</u>	ACCOUNTING FOR MERCHANDISING ACTIVITIES: Operating Cycle of Merchandising Companies. General Ledger and Subsidiary Ledgers. Perpetual and Periodic Inventory Systems: Recording the Transactions Relating to Purchases and Sales. Evaluating the Performance of Merchandising Companies.	FMA Ch. 6	Marked Practice Questions
<u>Wk-8</u>	INVENTORIES AND COST OF GOODS SOLD: The Flow of Inventory Costs: Specific Identification, FIFO, LIFO and Average Costing Methods and their evaluation. Just in Time Inventory Systems. Evaluating the Liquidity of Inventory.	FMA Ch. 8	Quiz 1
<u>Wk-9</u>	FINANCIAL ASSETS: Cash Management and Bank Reconciliation Statement. Short Term Investments. Accounting for Marketable Securities. Management and Accounting for Accounts. Receivables. Accounting for Notes Receivables and Interest Revenues. Financial Analysis	FMA Ch. 7	Marked Practice Questions
<u>Wk-10</u>	PLANT AND INTANGIBLE ASSETS: Major Categories of Plant Assets. Acquisition of Plant Assets. Methods of Depreciation; Straight Line, Declining Balance Method, the Units of Output Method, Sum of Years' Digit Method. Disposal of Plant and Equipment. Intangible Assets: Amortization: Goodwill, Patents, Trademarks, Franchises, Copyrights, R&D Costs. Natural Resources.	FMA Ch. 9	Marked Practice Questions

<u>Wk-11</u>	LIABILITIES: Current Liabilities. Long Term Liabilities.Accounting for Notes Payable and Bond Payables.Special Types of Liabilities.Evaluating the Safety of Creditor's Claims.Estimated Liabilities and Loss Contingencies.Financial Analysis.	FMA Ch. 10	Marked Practice Questions
<u>Wk-12</u>	ACCOUNTING FOR OWNER'S EQUITY: Formation of a Corporation. Authorization and Issuance of Capital Stock.Common and Preferred Capital Stock.Book Value per Share and Market Price of capital Stock.Treasury Stock.	FMA Ch. 11	Marked Practice Questions
<u>Wk-13</u>	ACCOUNTING FOR OWNER'S EQUITY: Accounting Entries for Issuing Stocks. Preparation of Stockholders' Equity Section of the Balance Sheet and Statement of Retained Earnings.	FMA Ch. 11	Marked Practice Questions
<u>Wk-14</u>	FINANCIAL STATEMENT ANALYSIS: Tools of Analysis. Measures of Liquidity and Credit Risk, Profitability, Solvency.Interpretation of above Ratios.	FMA Ch. 14	Marked Practice Questions
<u>Wk-15</u>	Revision		
<u>Wk-16</u>			Final Exam

Reading List:

1- Financial and Managerial Accounting 16th Edition by Williams, Haka. Bettner and Carello.

McGraw Hill. http://highered.mheducation.com/sites/0078111048/student_view0/index.html

- 2- College Accounting: A Practical Approach (9th Edition) by Slatter. Prentice Hall Business Publishing.
- 3- Business Accounting - I (15th Edition) by Frank Wood and Alan Songster.
- 4- College Accounting (1st Edition) by Haddock, Brock, Hahn And Reed.

Teaching Learning Strategies

The formal lectures in the classroom accompanied by classroom activities like demonstration of exercises and problem solving and case discussions. So, the students are expected to participate in the classroom discussions. All class participants are required to bring their texts and calculators and notebooks. **Failing there by, they may be marked absent.**

Assessment Scheme:

Quizzes	20%
Assignments/Project/Presentation	10%
Mid Term Exam	20%
Final Exam	50%
Total	<u>100%</u>

Note:

- All assignments and projects copied from each other or submitted after due date will be awarded zero.
- All students who come late by more than 15 minutes will be marked absent
- All students with less than 75% attendance will not be allowed to sit for Final Exams and will repeat the course whenever offered again.

➤ MACROECONOMICS

Course Description

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out-put and income determination, key macroeconomics problems and major policy debate. The basic themes are extended to find out

how the disciplines of national income, macroeconomics in closed and open economy, macroeconomic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.

LEARNING OUTCOME

At the end of this course, students will be able to:

1. To become familiar with and readily use economic terminology.
2. To learn about the analytical approach economists take to the problem of scarcity.
3. To gain an intuitive understanding of macroeconomic theory and application.
4. To acquire better critical thinking skills through the analysis of present-day economic issues.
5. To provide a foundation for possible careers in business, government, academic or other sectors.
6. To develop a conscious recognition of economics in the world around us.

COURSE CONTENTS

<p>Week 01, 02</p>	<p>KEY CONCEPTS OF MACROECONOMICS Objectives and instruments of macroeconomics. Tools of macroeconomics policy. Aggregate demand and supply. Two, Three and Four Sector Economy</p>
<p>Week 03, 04</p>	<p>MEASURING ECONOMIC ACTIVITY. Concepts of National Income. Measurement of National Income. GDP, NDP, GNP &NNP, Personal Income & Disposable Personal Income GDP Deflator and a real GDP National Income as a measure of economic welfare</p>
<p>Week 05, 06</p>	<p>CONSUMPTION AND INVESTMENT. Consumption, Income and saving. Consumption Function. Saving Function.</p>

	<p>The Marginal Propensity to Consume and Average Propensity to consume</p> <p>The Marginal Propensity to Save and Average Propensity to save</p> <p>Determinants of Consumption</p> <p>Determinants of Investment (Rate of interest, MEC)</p>
Week 07	<p>INCOME AND EMPLOYMENT DETERMINATION</p> <p>Classical approach. (Theory & Mathematical Explanation)</p> <p>Modern approach/Keynesian Approach (Theory & Mathematical Explanation)</p> <p>Post Keynesian Approach (Theory & Mathematical Explanation)</p>
Week 08	<p>MULTIPLIER AND ACCELERATOR</p> <p>Investment Multiplier.</p> <p>Tax multiplier, foreign trade multiplier and super multiplier.</p>
Week 09	<p>FISCAL AND MONETARY POLICIES</p> <p>Fiscal Policy</p> <p>Monetary Policy</p>
Week 10	<p>INFLATION</p> <p>Nature and kinds.</p> <p>Inflationary and deflationary gaps.</p> <p>Inflation and unemployment.</p>
Week 11	<p>BUSINESS CYCLE</p> <p>The concept of Business Cycle</p> <p>Business Cycle Theories</p> <p>Business Cycle & Business Decision Making</p>
Week 12, 13	<p>INTERNATIONAL TRADE</p> <p>Classical theory of International trade (CIT)</p> <p>Modern theory of International trade (H-O-Theorem)</p> <p>Economic Integration and Regional Cooperation.</p> <p>Protection and free trade.</p> <p>WTO (Objectives and role)</p>
Week 14	<p>BALANCE OF PAYMENTS</p>

	Balance of Payments Accounts. Disequilibrium & Imbalance of Payments. Causes and Remedies.
Week 15	Revision

TEXT/REFERENCE BOOKS

1. Dornbusch and Fischer Macroeconomics, McGraw Hill, New York. (Latest Edition)
2. Mc Connell & Brue, Economic, McGraw Hill, INC (Latest Edition)
3. Muhammad Hussain Choudhry, Economic Theory Volume 2, Caravan Book House, Lahore 2002.
4. Ruffin & Gregory, Principles of Economics, Scott, Foresman& Company.
5. Samuelson and Nordhaus, Economics, McGraw Hill, New York. (Latest Edition)

Assessment Scheme:

Quizzes	10%
Assignments/Project	10%
Presentations	10%
Mid Term Exam	20%
Final Exam	50%
Total	<u>100%</u>

➤ PRINCIPLES OF MARKETING

Course Description/Objective

This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts.

The objective of this course, specifically, is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the principles of marketing in relation to the product and services including the planning process,

organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.

Learning Outcomes

By the end of this course it is expected that the student will be able:

1. Understand the marketplace and the consumers.
2. Understand the elements in marketing mix and their application in marketing decisions.
3. Outline the functions of marketing communication.
4. Discuss social responsibility and ethics in marketing.
5. Understand the importance of customer relationship in marketing and the creation of customer value.

Course Content

Week 01	INTRODUCTION TO MARKETING Marketing and the Society Importance and scope of marketing Definition of marketing Nature and concept of marketing
Week 02	MARKETING ENVIRONMENTS The marketing environment Macroenvironment Microenvironment Environmental scanning and monitoring
Week 03	MARKETING & STRATEGY Strategic planning Strategic marketing planning Forecasting marketing demand
Week 04	MARKETING DECISIONS Information required for marketing decisions Reasons for obtaining information Marketing research

Week 05	CONSUMER BEHAVIOUR Information for purchase decisions Consumer decision process Influence of social and psychological factors Market implications
Week 06	MARKET SEGMENTATION AND TARGETING Factors for Segmentation Selecting the target market Developing the positioning and target market strategies
Week 07	PRODUCTS AND SERVICES Definition of product and services Classification of consumer goods Classification of business goods
Week 08	PRODUCT DEVELOPMENT AND LIFE CYCLE Product development process and commercialization Product life cycle stages and its implications
MID-TERM EXAMINATION	
Week 09	PRICING Overview of pricing Importance of pricing Break even analysis Factor effecting pricing decisions
Week 10	SETTING THE PRICE AND RELATING STRATEGIES Pricing objectives Sale based objectives Profit based objectives Status quo Pricing Price strategy
Week 11	PRICING TECHNIQUES AND THEIR APPLICATIONS Cost based pricing Cost plus pricing

	Target pricing Floor pricing
Week 12	DISTRIBUTION Importance of distribution channels Selecting a channel of distribution Retail functions in distribution Recent trends in wholesaling and retailing
Week 13	PROMOTION Importance and types of promotion Channels of communication Objectives, budgeting and promotional mix Legal environments of promotion
Week 14	ADVERTISEMENT AND PUBLICITY Development, planning and implementation of advertising plan Scope of advertisement and publicity Characteristic of advertisement and publicity Development, planning and implementation of advertising plan
Week 15	INTRODUCTION To E-BUSINESS Introduction Different trends Rules of doing e-business E-business application in the market
Week 16	Revision and Exams

Recommended Textbooks

1. Philip Kotler, Principles of Marketing (Latest Edition)
2. David Jobber, Principles of Marketing (Latest Edition)
3. Jerome McCarthy & William, D. Pareanth, Basics Marketing, (Latest Edition)

Assessment Scheme

Quizzes	10%
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Assignments/Projects	10%
Presentations	10%
Mid Term Exam	20%
Final Exam	50%
Total	<u>100%</u>

➤ **BUSINESS FINANCE I**

Course title	Business Finance I
Course code	BBA-216
Credit hours	3
Program	BBA (Hons.)
Course instructor	Sana Iqbal

Course Description

Finance is an exciting and challenging discipline which has been and will continue to be the cornerstone in any business organization. This course aims to make students realize the importance and the relevance of ever-changing nature of Finance.

Business Finance-I is one of the two gateway courses, along with Business Finance II. It is a first level corporate finance course. In this course we are going to look at the financial tools and techniques that are used by firms to maximize their value by improving decisions. The course will focus on learning the concepts of time value of money, understanding risk and return of investments, valuing different kinds of investments like stocks and bonds, appraising different investment projects using capital budgeting techniques etc.

This course is intended to be an introductory finance course setting the bases for advanced learning for students opting finance as their specialization. However, the course is designed so as to provide essential financial knowledge to non-finance business graduates as well.

Course Objectives

Objective of the course is to make students familiar with the functions and tasks that a financial manager is expected to undertake in an organization. Upon successful completion of the course, students would be expected to have an understanding of the basic business finance concepts like

different types of financial statements and their analysis, time value of money, bonds and bond valuation, stocks and stock valuation, analyzing projects using capital budgeting techniques, risk and return and basics of financial modeling on excel.

Recommended Textbooks and Materials

- Van, H. J., & Wachowicz, J., (2008) *Fundamentals of Financial Management*. 13th Edition. FT Prentice Hall.
- McLaney, E., (2009) *Business Finance Theory and Practice*. 8th Edition. FT Prentice Hall.
- Brealy, R., Myers, S., & Allen, F., (2014) *Principles of Corporate Finance*. 11th Edition, McGraw-Hill/Irwin.

Relevant Finance Websites

- <https://www.sbp.com.pk/>
- <https://www.psx.com.pk/>
- <https://www.secp.gov.pk/>
- <https://www.pacra.com.pk/>
- <https://www.brecorder.com/>

Grading Assessment

Students will be assessed on the following criteria:

Assignments	10%
Project	10%
Quizzes	10%
Class Participation	5%
Attendance	5%
Mid Term	20%
Final	40%

Note

Students are required to be regular and punctual in attending classes. Student having less than 75% attendance in classes will not be eligible to sit in final exam. Students will only be considered present if they appear for the class within first 10 minutes of scheduled time.

Students are required to attend lectures with their calculators, notebooks and pens. They are also required to complete the assigned readings before each class to enhance the quality of shared learning. Students are also encouraged to participate actively in class and cite relevant personal examples so that all can benefit from diverse perspectives on the topic.

Course Contents

Week#	Topics Covered	Recommended Readings
1	Class introduction and discussion of the course outline	
1&2	Business Finance – Introduction Return Finance Vs Accounting Classification of Businesses Corporate Governance	Chapter#1 of Business Finance - Theory and Practice by McLaney
2&3	Framework for Financial Decision Making <ul style="list-style-type: none"> • Decision Making Process • Business Objectives • Conflict of Interest – Agency Problem & Role of Corporate Governance • Financing, Investment and Separation 	Chapter#2 of Business Finance - Theory and Practice by McLaney
4&5	The Time Value of Money <ul style="list-style-type: none"> • Introduction • The Interest Rate; Simple Interest, Compound Interest • Timelines, compounding and discounting, Solving for Interest rate and Time 	Chapter#3 of Fundamentals of Financial

	<ul style="list-style-type: none"> • Annuity and types, FV of Annuity, PV of Annuity, Perpetuities, Uneven Cash Flows • Semi Annual and Other Compounding Periods, Effective Annual Rate • Amortization 	Management by Van Horne
6&7	Bonds & Bond Valuation <ul style="list-style-type: none"> • Valuation Concepts • Key Characteristics & Types • Bond Valuation & Rates of Return (YTM and YTC) • Term Structure of Interest Rates • Real and Nominal Rates • Risk of Default 	Chapter#4 of Fundamentals of Financial Management by Van Horne
8&9	Stocks & Stock Valuation <ul style="list-style-type: none"> • Types & Characteristics of Equities • Preferred Stock (Key Characteristics of preferred stocks, preferred stock valuation) • Common Stock Valuation (Key characteristics, Dividend discount model and earnings multiplier model) • Cost of Equity Capital 	Chapter#4 of Fundamentals of Financial Management by Van Horne
10&11	Risk and Return <ul style="list-style-type: none"> • Sensitivity, Scenario Analysis and other Methods • Use of Probabilities and Expected Value • Defining Risk and Return • Risk and Return in a Portfolio Context • Diversification • Utility Theory • The Capital-Asset Pricing Model (CAPM) 	Chapter#5 of Fundamentals of Financial Management by Van Horne

12	Financial Statements & Interpretation	
	<ul style="list-style-type: none"> • Introduction to Financial Statements • Problems with Accounting Information in Decision Making • Creative Accounting • Financial Ratio Analysis • Using Financial Ratios in Decision Making 	Chapter#3 of Business Finance - Theory and Practice by McLaney

13&14	Investment Appraisal Methods	
	<ul style="list-style-type: none"> • Project Evaluation and Selection: Alternative Methods • Use of Appraisal Methods • Potential Difficulties • Dependency and Mutual Exclusion • Ranking Problems • Multiple IRRs • Cash flows or Accounting flows • Capital Rationing 	Chapter#13 of Fundamentals of Financial Management by Van Horne

➤ **BUSINESS COMMUNICATION II**

Instructor	FATIMA KHALID
Office	
Office Hours	
Email	fatima.khalid@bnu.edu.pk
Teaching Assistant	

COURSE BASICS	
Course Type	Compulsory
Open for Category	Sophomore and Junior
Credit Hours	03
Course Pre-Req	

Lecture(s)	Number of lectures per week Duration per lecture	02 90 minutes
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COURSE DESCRIPTION

Business Communication trains students on how to communicate in a professional context. Students will learn how to deliver coherent presentations, compose formal documents and engage in directed discussions. The course welcomes students from all academic backgrounds who wish to burnish their skills in writing and speaking, reading and listening. The assignments encourage attention to detail, research and iteration. Business Communication course will equip students with the effective writing and oral communication skills. Values and Ethics are some of the major features being focused throughout the course as the effective communication and presentation is based on a relationship with the audience through trust building and networking, which is not possible through unethical means.

Students would be able to apply analytical thinking and problem-solving skills once they are active listener through a 2-way communication. This advance level course will sharpen your communication skills, build confidence and enable you to gain an advantage in the workplace.

COURSE OBJECTIVES

The students will be able to:

- Speak objectively
- Develop oral presentation
- Listen with a purpose
- Speak persuasively
- Decipher verbal and non-verbal message
- Develop and maintain the sense of confidence and self-worth
- Objective participation in meetings
- Develop skills to face media
- Time Management

LEARNING OUTCOME

By the end of the course students should be able to: 1. apply business communication theory to solve workplace communication issues. 2. demonstrate the communication skills required in the workplace. 3. understand complex ideas in written and spoken formats. 4. express complex ideas accurately in written and spoken formats. 5. manage resources effectively and efficiently in an academic context. 6. obtain information from a variety of sources and use it ethically.

TEACHING TOOLS

1. Class Discussion (Question and Answers)
2. In-class Activity to reinforce concepts
3. On-line Articles (HBR, HBR-ascend etc.)
4. Case Study
5. Group Presentations
6. TEDx Talks
7. Listening activities

WEEK	DAY 1	DAY 2
WEEK 1	Communicating Effectively with Empowerment	Courage is a powerful tool and is necessary to inclusive leadership. In this lecture, we will examine the role that courage plays in communication. Courage—an inclusive leadership behavior—helps us do this as we engage across difference and move from exclusion to inclusion.
WEEK 2	Humble Listening in your Communication-In this lecture, we will look at humble listening and learn the skills necessary to help others feel included, valued, heard, and perhaps most importantly, understood.	Wrapping Up Accountability and Putting It All Together In this section, we focus on accountability—holding yourself and others responsible for inclusive communication.
WEEK 3	Presentation on Inclusive Leadership and its role in Business Communication	Emotional Intelligence

WEEK 4	strategies to enhance your Emotional Intelligence	Business Ethics
WEEK 5	Assignment: Reflect upon the need of ethical business communication in contemporary world?	Designing a Brochure using CANVA
WEEK 6	Presenting Business Brochure in Class	Interview Skills- How to Prepare for an Interview
WEEK 7	Interview Skills- importance of body language, communicating with your strengths, answering questions and creating an impression with the employer	Class Activity: The instructor will take the role of the employer and check the ability of candidates to answer questions
WEEK 8	Referencing: Learning techniques to cite using APA Format	MID TERMS EXAM
WEEK 9	Techniques to Crack a case study	E-mail Composition using Planning, Writing and Completing approach. Learning techniques to create e-signatures.
WEEK 10	REPORT WRITING-Learning Techniques to write a Report	Report writing Assignment- Group Activity

➤ INTRODUCTION TO BANKING

Objectives and Learning Outcomes of the Course

The objective of the course is to equip students with knowledge of Central and Commercial banking and structures of the banking industry in Pakistan and regulatory landscape. The course is designed is to understand the different issues involved in Commercial Banking its relation and place in financial services industry and different categories of banks. The course shall include all

the essential concepts such as governance and management structure of a bank, its Business and Support functions, BoD and Management level Committees, Asset and Liability Management concept, Deposit Side and Loan/advancing side of bank, treasury function, and Capital Adequacy, Risk and Compliance functions shall also be covered.

On completion of the course the students shall be able to:

- Understand the various function, activities, issues and roles of commercial banking in an economy.
- Understand the nature of different functions and business and support functions of a commercial bank.
- Know the regulatory framework within Pakistan; understand the challenges posed by Global Regulatory Architecture shaping up, and its implications for the global financial environments.

Course Topics

1. Overview of Financial System

The meaning of the term 'Financial System'

Role of the financial system

The evolution of the structure and constituents of the Pakistani Financial System

The role of financial system in the country

The structure of financial systems: financial markets, securities and financial Intermediaries

Nature of financial instruments

Central bank, commercial banks, non-bank financial institutions.

Insurance & Takaful companies

Mudarba companies, leasing companies, mutual fund companies. Exchange companies

2. Comparative Financial Systems

The evolution of financial systems

The emergence of market-based and bank-based systems

Market-based versus bank-based financial systems: implications. Financial crises. Financial bubbles.

3. Introduction to Banking

Meaning and definitions of Banking

Why do financial banks exist?

Role of banks, theories of financial intermediation

Asset transformation. Transaction costs. Liquidity needs.

Asymmetric information: adverse selection and moral hazard

Future for financial intermediaries

Main universal principles of banking

Traditional and modern functions of banks

Main types/ groups of banks under Pakistani banking system: Scheduled vs. Non-Scheduled banks, Islamic vs. Conventional banks. Public vs. Private banks. Local vs. foreign banks. Specialized banks. Co-operative banks. Development banks. Investment banks. Micro-finance & SME Banks.

4. Banking Regulation and Supervision

The rationale for regulation and Limitations of regulation

Causes of regulatory reform and Types of regulation

Global Financial regulation and their implementation in Pakistan

Regulatory Capital and Bank capital regulation

Functions of SBP as the regulator of the Pakistani banking system

Monetary tools of SBP and effect thereof on banks

Banking Inspection and CAMELS Rating System

5. Customer Relationship Management

Definition of 'customer'. What is Customer Relationship Management in Branch Banking?

Different forms of banker-customer relationships. Banker's duties. Banker's rights. Addressing of the customers' grievances and the Banking Ombudsman Scheme Termination of banker-customer relationship.

6. Types of Customer and their Accounts

Retail, consumer, corporate, investment, Islamic and International banking customers. The essential generic requirements to be complied with, while opening a deposit account the various types of domestic customers and their special requirements to be complied with, while opening their accounts Non-resident accounts and their special requirements to be complied with.

7. Deposit Accounts

The importance of deposits for the bank, its customers and the economy. Various categories of deposits, types of deposit accounts and their main features. Common principles and precautions involved in opening, closing and operating the deposit accounts

8. Negotiable Instruments

Meaning, features and kinds of negotiable instruments. Other Instruments- Banker's drafts, traveler's cheques. Crossing and endorsements. Holder / payment in due course

9. Loans and Advances

Importance of lending Tenets of lending- safety, profitability, liquidity, and risk diversification Main kinds of fund-based and non-fund-based credit facilities. Non-Performing Assets classification, management and measures to minimize

10. Fee Based Banking Services

Varieties of funds remittance/ transfer by demand drafts, mail/ electronic transfer, and collection of bills/ cheques. Types of Letters of Credit and guarantees issued by banks. Agency services like government business, sale of insurance/ Mutual Fund products/ securities. Safe custody of valuables and safe deposit lockers.

11. e-Banking and Branchless Banking

Impact of information and telecommunication technologies on banking. Automated Teller Machines (ATMs). Tele-banking. Online/Internet Banking. Mobile Banking. Electronic Funds Transfer Electronic clearing system.

12. Risk management in banking

What is Risk Management?

General risk management

Categories of Risks

Credit risk management

Managing the lending function

Managing interest rate risk

Managing liquidity risk

Managing market risk

Managing operational risk

Topics in Risk Management in Banking

Teaching Concept & Assessment Method

This course will be held primarily as a lecture. Hand-outs for lecturers (e.g. presentation slides, case studies, exercise sheets, quiz/assignments) will be distributed in the class. The instructor will introduce students to the basic concepts of the topics announced for the respective sessions. Structured discussions and group assignments and projects will be designed to develop an ability to analyze business concepts and to provide an indication how to apply theoretical concepts in real-life practical situations. Students will be asked to read (skim) material (books, handouts, Google classroom material) for the next sessions upfront to enhance their learning and to encourage them for active participation in the class.

Class Attendance and Participation – 5%

Individual Presentation – 5%

Team Project – 15%

Quiz/Assignments – 10%

Midterm Exam – 20%

Final Exam – 45%

Reading List

1. Allen, F. and D. Gale *Comparing Financial Systems*. (Cambridge, Mass.: MIT Press, 2001) .

2. Mishkin, F. and S. Eakins *Financial Markets and Institutions*. (Boston, London: Addison Wesley, 2009).
3. Casu, B., Girardone, C., & Molyneux, P. (2006). *Introduction to banking* (Vol. 10). Pearson Education.
4. Choudhry, M. (2012). *The principles of banking*. John Wiley & Sons.
5. Heffernan, S. (2005). *Modern banking*. John Wiley & Sons.
6. Iyengar, V. (2009). *Introduction to banking*. Excel Books India.
7. Introduction to Banking: available at the following link.
<https://online.vmou.ac.in/oldweb/studymaterial/BBA%2010.pdf>

➤ **BUSINESS FINANCE II**

Credit Hours: 3

Course Prerequisites: Introduction to Accounting

Instructor: Mr. Farrukh J. Karamat

Note: The course outline may change depending on the progress over the semester.

Course Description

The course aims to cover the basic concepts and tools used in Business Finance. Emphasis will be laid upon the importance of developing finance skills for individuals and enterprises. It deals with the finance function within an organization, the role of the financial manager and the financial environment of the firm. The emphasis will be on developing the basic and advanced skills for planning, appraising and evaluating investment, financing and operating decisions.

Upon successful completion of this course the students would be expected to have an understanding of the basic business finance methods and policies in the context of:

- Stocks and Stock Valuation.
- Risk, Return, and Capital Asset Pricing Model (CAPM)
- Ratio Analysis and Financial Cash Flows

- Financial Leverage
- Financial Forecasting

Course Grading and Evaluation

<i>Class Participation:</i>	<i>05%</i>
<i>Assignment:</i>	<i>05%</i>
<i>Project:</i>	<i>10%</i>
<i>Class Quiz:</i>	<i>15%</i>
<i>Midterm Exam:</i>	<i>25%</i>
<i>Final Exam:</i>	<i>40%</i>

There will be **two Quizzes** and **two Assignments** before the Mid-Term Exams and **Two Quizzes** and a **Project** after the Mid-Term.

Classes: There will be a total of **30 Lectures** during the Semester.

Class Attendance: Students **must** have 75% attendance by the end of the course to be graded and allowed to sit in the Final Exam. **NO EXCEPTIONS.**

No Cell Phone use in Class, unless specifically allowed by the Instructor.

Class Policy and Student Responsibilities

It is the responsibility of the students to be aware of and to abide by the university's policies on cheating, plagiarism (accidental or otherwise), fairness, and academic integrity. Any violations of the said policies will be dealt with in accordance with the university guidelines and may result in serious consequences. While students are highly encouraged to form study groups and to learn from one another, cheating and/or plagiarism of any sort is unacceptable. The moral and/or psychological burden of the administrative, academic, and social repercussions of violating the university's rules about correct academic conduct will rest with the violator(s) alone, and not with the instructor.

Note:

1. Students **MUST** complete the assigned reading **BEFORE** attending the lectures.

2. Students enrolled in the course may differ in the larger set of learning objectives with which they are approaching the course. To ensure a conducive learning environment and to gain maximum benefit from the course, students are advised to be prepared and to participate in the class.
3. Students are also encouraged to maintain a learning log where they can jot down thoughts, ideas, observations, and questions that can be brought up for discussion. Questions left unanswered during one part of the course may thus be answered later, and certain ideas already discussed may be revisited and considered from a different perspective.
4. Students are encouraged to convey their thoughts/ideas/feedback about the course/class throughout the semester.

Note for Students with Disabilities: Students who have any disability that should be accounted for are advised to speak to the instructor as soon as possible.

Course Plan, Assigned Readings, and Further Learning Resources

The main textbook is indicated below. There may be additional handouts for reading, which will be posted on Google Classroom or provided in class. Students are welcome to speak to the instructor to ask for further reading recommendations on specific areas of interest, regardless of whether those areas of interest are reflected/indicated in the course syllabus or not.

Textbook: Brearly, R., Myers, S., & Allen, F., (2014) *Principles of Corporate Finance*. 11th Edition, McGraw-Hill/Irwin.

➤ OPERATIONS MANAGEMENT

Credit Hrs.: 3

Course Objective:

This course is designed to provide the students with an understanding of the foundations of the operations function in both manufacturing and services. It includes facility layout in manufacturing and services industries, waiting lines, just-in-time systems, forecasting, aggregate planning, inventory management, materials requirements planning (MRP), and operations scheduling.

Learning Outcomes:

1. To appreciate the strategic importance of quality of operations management and its significance for all business operations.
2. To learn skills of forecasting demand, production planning and managing supply chain in an organization.
3. To learn the processes of inventory management, lean production and enterprise resource planning.

Reference Books:

Roberta S. Russell, Bernard W. Taylor III, 7TH EDITION (soft copy provided)

Course Outline and Schedule:

<u>Week</u> Mon-Sat	Topics	Textbook	Page Nos.	Tests & Assignments
<u>Wk-1</u>	Evolution of operations management, globalization and competitiveness, scope of operations management	Chap 1	(1- 19)	
<u>Wk-2</u>	The design process, design quality reviews, design for environment, QFD	Chap 4	157-172 173-179	
<u>Wk-3</u>	The service design process, Characteristics of services, service design process, waiting line management, waiting line models	Chap 5	191-195 199-206	Assignment 1 Class Test 1
<u>Wk- 4</u>	Process Planning, Process Analysis, Process innovation, Technology decisions.	Chap 6	227-246	
<u>Wk- 5</u>	Forecasting and its components, Time frame, demand behavior, forecasting methods, forecasting process	Chap12	499-513	

<u>Wk-6</u>	Forecast accuracy, MAD calculation, Cumulative error, practice questions			Midterm 1
<u>Wk-7</u>	Capacity Planning, Capacity decisions, Cellular layouts, Advantages and disadvantages of cellular layouts	Chap 7	258- 260 278- 282	
	MID SEMESTER BREAK			

<u>Week</u> Mon-Sat	Topics	Textbook (Ref A)	Page Nos.	Tests & Assignments
<u>Wk-8</u>	Elements of inventory management, inventory costs, inventory control systems, ABC classification system, EOQ models,	Chap 13	557- 569	Assignment 2 Class Test 2
<u>Wk-9</u>	Safety stocks and reorder points, Practice Questions	Chap 13	574- 576	
<u>Wk-10</u>	Strategies for adjusting capacity, strategies for managing demand, APP for services	Chap 14	612- 615 630- 631	
<u>Wk-11</u>	Material Requirement planning, when to use MRP, Item master file, MRP process, practice questions	Chap 15	679- 686 687- 692	
<u>Wk-12</u>	MRP outputs, capacity planning, calculating capacity Discussion on Term Paper	Chap 15	694- 697	Midterm 2

<u>Wk-13</u>	Lean production, JIT, elements of lean production, Flexible resources, cellular layouts, pull systems, small lot size, quick setups	Chap 16	721-732	
<u>Wk-14</u>	Benefits and drawbacks of lean production, implementation of lean production, lean services	Chap 16	738-739 740-745	Assignment 3 Class Test 3
<u>Wk-15</u>	Submission and presentation of the project			
<u>Wk-16</u>	PREP BREAK			
<u>Wk-17</u>	FINAL EXAMINATION			

➤ **ORGANIZATIONAL BEHAVIOR**

Course title	Organizational Behavior
Course code	BBA-214
Credit hours	3
Program	BBA (Hons.)
Course instructor	Sana Iqbal

Course Description

The course will introduce students to different concepts of organizational behavior, which is a field of study that investigates the impact that individuals, groups, and structure have on behavior within organizations, for the purpose of applying such knowledge towards the improvement of an organization's effectiveness. This course will discuss how and why people behave in organizations and what impact organizations have on people's behavior. We will focus on three determinants of behavior in organizations; individual, group & structure, and will cover topics like attitudes,

personality, perception, motivation, groups vs teams, power & conflict, adaptive organizational designs and organizational culture etc.

Course Objectives

The course is designed to:

- Expose students with the theoretical underpinnings of the field of organizational behavior.
- Familiarize students with the factors at personal, group and organizational level that affect human behavior in organizational settings.
- Prepare students for taking decisions to solve people related problems.

Learning Outcomes

After taking this course students will be able to:

- Understand some of the most important organizational theories.
- Understand the drivers of human behavior in organizational context.
- Apply the acquired knowledge for decision making and problem solving in organizational context.
- Evaluate various managerial and organizational initiatives.

Recommended Textbooks and Materials

- Robbins, S. P., & Judge, T. A., 2017 (17th edition - Global), “Organizational behavior”, England, Pearson Education Limited.
- Robbins, S. and Coulter, M., 2016 (13th edition), “Management”, England, Pearson Education Limited.
- Handouts (Web reference or soft/hard copy will be provided to the class or will be uploaded on google classroom)
- <http://www.businessinsider.com/>
- www.hbr.org
- www.forbes.com

Grading Assessment

Students will be assessed on the following criteria:

Assignments	10%
Quizzes	10%
Presentation	10%
Class Participation	5%
Attendance	5%
Mid Term	20%
Final	40%

Note

Students are required to be regular and punctual in attending classes. Student having less than 75% attendance in classes will not be eligible to sit in final exam. Students will only be considered present if they appear for the class within first 10 minutes of scheduled time.

Students are also required to complete the assigned readings before each class to enhance the quality of shared learning. Students are also encouraged to participate actively in class and cite relevant personal examples so that all can benefit from diverse perspectives on the topic.

Course Contents

Week	Topics Covered	Recommended Readings	Session Objectives
1	Class introduction and discussion of the course outline Introduction to Organizational Behavior	Chapter # 1	Getting students familiar with basic concept of organizational behavior.
2,3&4	Individual Level: Individual Attitudes, Behaviors, Personality, Perception & Decision Making	Chapter #s 3,5&6	Introducing students to the concepts of attitudes, behaviors, personality and perception and explaining their role in decision making.

5&6	Individual Level: Work Motivation	Chapter # 7	Explaining why motivation is important in organizational context. Introducing the classical motivation theories and their applications.
7&8	Group Level: Groups & Teams in Organizations	Chapter #s 9&10	Explaining why individuals exhibit specific behavior when in teams and in groups. Explaining the stages in team formation.
9&10	Organizational Level: Power & Conflict in Organizations	Chapter #s 13&14	Introducing students to concepts of 'power & conflict' in organizational context. Introducing various sources of power and explaining different factors that initiate or influence conflict in organizations.
11&12	Organizational Level: Organizational Culture	Chapter # 16	Explaining how organizations acquire and retain specific cultures.
13	Organizational Level: Organizational Structure	Chapter # 15	Introducing students to contemporary organizational designs.

➤ **COST & MANAGEMENT ACCOUNTING**

<u>Course Code:</u>	<u>BBA 213</u>	<u>Subject:</u>	<u>Cost & Managerial Accounting</u>
<u>Credit Hours:</u>	<u>3</u>	<u>Class:</u>	<u>BBA (Hons.)</u>
<u>Semester:</u>	<u>V</u>	<u>Instructor:</u>	<u>IJAZ HUSSAIN</u>

Objectives

On completion of this course students will have full understanding of the cost concepts and accounting procedures for manufacturing businesses. Students will be able to apply CVP, incremental analysis and capital budgeting techniques for decision making and budgeting and various analysis for planning, performance evaluation and control in practical businesses.

Course Contents:

1. Nature and Scope and Role of Cost & Managerial Accounting.
2. Classification of Manufacturing Costs.
3. Accounting for Manufacturing Operations: Journal Entries and Ledger Accounts
4. Job Order Costing: Journal Entries and Ledger Accounts
5. Process Costing
6. Process Costing: Cost of Production Reports.
7. Process Costing: Journal Entries and Ledger Accounts
8. Activity Based Costing.
9. Cost-Volume-Profit Analysis: Cost Volume Relationships. Cost Behavior and Operating Income. Contribution Margin and Profit Volume Ratio.
10. Cost-Volume-Profit Analysis: Meaning and Calculation of Break-Even Output and Sales. Margin of Safety.
11. Applications of cost-volume-profit analysis: Effects of Change in Sale Price Variable Cost and Fixed Cost on BEP and Profit. Sales Target. Operating Leverage.
12. Incremental Analysis: The Challenge of Changing Markets. The Concept of Relevant Revenues and Costs.
13. Incremental Analysis in Common Business Decisions: Joint Product Decisions.
14. Incremental Analysis in Common Business Decisions: Special Order Decisions.
15. Incremental Analysis in Common Business Decisions: Resource Constraints.
16. Incremental analysis in common business decisions: Make or Buy, Sell, Scrap or Rebuild Decisions. Adding or Deleting a Product Line.
17. Operational budgeting: Meaning and Need for Budgets. Budgeting: A Basis for Planning and Control. Budget period and Budget Estimates.
18. The Master Budget: A Package of Related Budgets. Steps in Preparing a Master Budget.

Sales, Production & Inventory Budgets.

19. The Master Budget: Material, Labor & FOH Cost Budgets. Operating Expense Budgets.
20. Budgeted Income Statement and Balance Sheet.
21. Cash Budget
22. Variance Analysis & Fixing Responsibility for Controlling & Rewarding: Total Sales and Total Cost Variance. Price & Volume Variances. FOH Spending & Volume Variance. Fixing Responsibility for Rewarding Performance.
23. Fixed and Flexible Budgets.
24. Performance Report: Budget vs. Flexible Budget vs. Actual
25. Capital Budgeting: Meaning and Need for Investment Decisions. Financial and Non-Financial Considerations. Compounding and Discounting Techniques. Measuring of Cash Flows
26. Capital Budgeting Techniques: Accounting Rate of Return (ARR). Return on Average Investment; Pay Back Period.
27. Capital Budgeting Techniques: Concepts of Present and Future Values. Discounted Cash Flows.
28. Capital Budgeting Techniques: NPV and IRR.
29. Revision
30. Revision

Reading List:

1. Financial and Managerial Accounting 18th Edition by Williams, Haka. Bettner and Carello. McGraw Hill.
2. Horngren's Financial & Managerial Accounting, The Financial Chapters, Global Edition by Miller-Nobles, Tracie L.; Mattison, Brenda L.; Matsumura, Ella Mae. 6th Edition. Pearson
3. Financial and Management Accounting by Weetman. 7th Edition. Pearson

Additional Readings:

4. Matz, Hammer Usry (1985) 9th edition Cost Accounting *South-western Publishing Co*
5. Garrison H. Ray, Noreen W. Eric (2004) 10th edition Managerial Accounting, *Irwin publishers*
6. Hilton W. Ronald (2005) Managerial Accounting 6th edition *McGraw-Hill Irwin*

7. Jain S.P, Narang. K.L 2000 Advanced Cost Accounting, *Kalyani Publishers*
8. Needles E. Belverd, Powers Marian, Crosson V. Susan (2002) Financial and Managerial Accounting Houghton Mifflin company Boston New York
9. ICMAP (2005) Stage 2 Fundamentals of Cost and Management Accounting. PBP professional education

Teaching Learning Methods

The formal lectures in the classroom accompanied by classroom activities like demonstration of exercises and problem solving and case discussions. So, the students are expected to participate in the classroom discussions. All participants are required to bring their texts and calculators and notebooks.

Assessment Criteria:

Assignments	15%
Quizzes	15%
Class Participation	5%
Attendance	5%
Mid Term Exam	20%
Final Exam	40%
Total	100%

➤ FINANCIAL STATEMENT ANALYSIS AND REPORTING

Learning Objectives

This course aims at developing capability to read, understand & analyze the annual reports of both financial & non-financial corporate entities. This course is designed to prepare students to interpret and analyze financial statements for effective decision making. This course covers current practices in corporate financial reporting and fundamental issues relating to asset valuation and income determination. The emphasis is on financial statement analysis and interpretation of financial disclosures to help improve risk assessment, forecasting, and decision-making. The main focus is developing a set of powerful analytical tools to understand the environment in which

financial reporting choices are made, what the options are, how financial data are used for various types of decisions, and how to avoid misusing financial statements. The course should be of interest not only to those responsible for preparing financial statements, but also those who will use financial statements for making decisions, including lenders, equity analysts, investment bankers, boards of directors, and others charged with monitoring or advising on corporate performance and the behavior of management.

Learning outcomes

On completion of this course students would be able

- to read, understand and use annual reports of companies of both financial & non-financial corporate entities for various decisions.
- to evaluate a company's past financial performance and explain how a company's strategy is reflected in past financial performance;
- to forecast a company's future net income and cash flow;
- to describe the role of financial statement analysis in assessing the credit quality of a potential debt investment;
- to describe the use of financial statement analysis in screening for potential equity investments;
- to explain appropriate analyst adjustments to a company's financial statements to facilitate comparison with another company or industry benchmark.

Course contents

1. Introduction to Financial Reporting: The Institutional Setting for Financial Reporting
2. Structure of the Income Statement
3. Accrual Accounting and Income Determination
4. Financial Reporting Practices and Disclosure Requirements
5. Structure of the Balance Sheet and Statement of Cash Flows
6. Essentials of Financial Statement Analysis
7. Understanding the Structure of Financial and Non-Financial Corporate Sector of Pakistan
8. Review of Financial Statements: Financial vs. Non-Financial Firms
9. Understanding the Contents of Annual Reports

10. Analysis of financial statements: time series vs. cross sectional analysis. Common size financial statements.
11. Liquidity Analysis
12. Solvency/Financial Leverage Analysis
13. Profitability Analysis: Du Pont Analysis.
14. Efficiency Analysis
15. Equity Analysis
16. Risk Analysis
17. Analysis of the Statement of Cash Flows
18. Analysis of financial statements of selected non-financial companies
 - Merchandising companies (both public & private)
 - Service companies
 - Manufacturing corporate entities
 - Multinational non-financial firms
19. Analysis of financial statements of selected companies of financial sector
 - Commercial banks (both conventional & Islamic banks)
 - specialized banks
 - Exchange companies
 - Modaraba companies,
 - Mutual fund companies
 - Insurance companies
 - Takaful companies
 - Leasing companies
 - Mutual funds
 - Multinational financial firms

Reading List

1. Easton, McAnally, Sommers, and Zhang, "Financial Statement Analysis & Valuation," Cambridge Business Publishers, 3rd Edition.
2. Wahlen, Baginski, and Bradshaw, "Financial Reporting, Financial Statement Analysis, and Valuation," Southwestern Publishing, 7th Edition.

3. Financial Statements Analysis of Companies (Non-Financial) Listed at Karachi Stock Exchange, Various Issues. Statistics and DWH Department. State Bank of Pakistan, Karachi.
4. Financial Statements Analysis of Financial Sector, Various Issues. Statistics and DWH Department. State Bank of Pakistan, Karachi.
5. Advanced Financial Accounting. 10th edition. Richard E. Baker, Theodore E. Christensen & David M. Cottrell. McGraw-Hill. ISBN: 0078110920
6. Advanced Accounting, 12th edition (2013) by Hoyle, Schaefer, and Douppnick, McGraw-Hill Irwin.
7. Annual Reports of Selected Corporate Entities
8. Financial Accounting Exam Questions and Explanations, Gleim, Gleim Publications, Inc.

Fundamental Class Regulations

- Timely presence in the classroom and attendance of lectures is mandatory. Students with less than 75% attendance would not be allowed to sit for final examination.
- Students coming late by 15 or more minutes would be marked absent and students who leave during the lesson would also be marked absent.
- Use of cell phones is strictly prohibited during the lessons
- The formal lectures in the classroom would be accompanied by classroom activities like demonstration of exercises and problem solving and case discussions. So, the students are expected to participate in the classroom discussions.

Assessment Scheme

Quizzes	10%
Assignments/Projects	10%
Presentations	10%
Mid Term Exam	20%
Final Exam	50%
Total	100%

➤ FINANCIAL INSTRUMENTS, MARKETS AND INSTITUTIONS

Course Objectives

This course examines an array of **financial instruments**, the **financial institutions** or individuals that create and trade them, and the **markets** in which they trade. We will concentrate on the **five Cs**: how the instruments, institutions and markets are conceived, their key concepts and features, the context in which they function, the computations and their connections with other instruments or markets.

Pedagogy

The lectures will present a structured setting to help students understand key financial instruments and their markets. To foster interaction, students will be given assignments to present and discuss in class. These are supplemented with graded assignments, quizzes and a project. The intent is to urge students to look for their own answers. Finally, we will try and draw on speakers from the finance industry to share their experiences.

Assessment Method

<i>Class Participation</i>	<i>05%</i>
<i>Assignments:</i>	<i>15%</i>
<i>Quizzes:</i>	<i>15%</i>
<i>Project:</i>	<i>15%</i>
<i>Midterm Exam:</i>	<i>20%</i>
<i>Final Exam:</i>	<i>30%</i>

The above percentages can be adjusted during the course depending on student progress and instructor discretion.

- a. Assignments and Quizzes: There will be two quizzes and two assignments during the Semester.*
- b. Project: There will be a graded individual or group project based on an assigned financial instrument or institution or financial concept to present and discuss in class. A written report and a presentation are expected.*
- c. It is expected that there will be a total of 30 Lectures during the Semester.*
- d. Class Attendance: Students must have 75% attendance by the end of the Semester to be graded and allowed to sit in the Final Exam.*

Class Policy and Student Responsibilities

It is the responsibility of the students to be aware of and to abide by the university's policies on cheating, plagiarism (accidental or otherwise), fairness, and academic integrity. Any violations of the said policies will be dealt with in accordance with the university guidelines and may result in serious consequences. While students are highly encouraged to form study groups and to learn from one another, **cheating and/or plagiarism of any sort is unacceptable**. The moral and/or psychological burden of the administrative, academic, and social repercussions of violating the university's rules about correct academic conduct will rest with the violator(s) alone, and not with the instructor.

Note:

1. Students are expected to have done the assigned readings for any given lecture **before** attending the class.
2. Students enrolled in the course may differ in the larger set of learning objectives with which they are approaching the course. To ensure a conducive learning environment and to gain maximum benefit from the course, students are encouraged to be prepared and to participate in class.
3. Students are also encouraged and advised to maintain a learning log or journal where they can jot down thoughts, ideas, observations, and questions that can be brought up for discussion. Questions left unanswered during one part of the course may thus be answered later, and certain ideas already discussed may be revisited and considered from a different perspective.
4. Students are encouraged to convey their thoughts/ideas/feedback about the course/class throughout the semester.

Note for Students with Disabilities: Students who have any disability that should be accounted for are advised to speak to the instructor as soon as possible.

Course Plan, Assigned Readings, and Further Learning Resources

The main textbook is indicated below. There may be additional handouts for reading, which will either be posted on Google Classroom or provided in class. Students are welcome to speak to the

instructor to ask for further reading recommendations on specific areas of interest, regardless of whether those areas of interest are reflected/indicated in the course syllabus or not.

Textbooks:

Mishkin, F. S., & Eakins, S. G., (2015) *Financial Markets and Institutions*. 8th Edition, Pearson

Saunders A. & Cornett M. M., (2012) *Financial Markets and Institutions*. 5th Edition, McGraw Hill/Irwin

Websites

www.sbp.org.pk

www.secp.gov.pk

<https://profit.pakistantoday.com.pk/>

www.investopedia.com

www.economist.com

www.ft.com

www.busines-times.asia1.com.sg

www.fortune.com

www.businessweek.com

Course Topics:

1. Introduction
2. Financial Markets and Institutions and an overview of the Financial System
3. What Do Interest Rates Mean and What Is Their Role in Valuation?
4. Why Do Interest Rates Change?
5. How Do Risk and Term Structure Affect Interest Rates?
6. Are Financial Markets Efficient?
7. Why Do Financial Institutions Exist?
8. Why Do Financial Crises Occur and Why Are They So Damaging to the Economy?
9. Central Banking and the conduct of Monetary policy
10. Central Banks and the Reserve System
11. Conduct of Monetary Policy: Tools, Goals, Strategy, and Tactics

12. The Money Markets
13. The Bond Market
14. The Stock Market
15. The Mortgage Markets
16. The Foreign Exchange Market
17. The International Financial System
18. Banking and the Management of Financial Institutions
19. Financial Regulation
20. Banking Industry: Structure and Competition
21. The Mutual Fund Industry
22. Insurance Companies and Pension Funds
23. Investment Banks, Security Brokers and Dealers, and Venture Capital Firms

NOTE:

The lecture progress will depend on the pace with which the students can understand and absorb the material in class and the order of topics may be adjusted during the Semester.

The Lectures would be complemented with problem sets and presentations in the class.

Google Classroom:

Financial Instruments, Markets and Institutions – BBA 202

Code: 4gtbdajSelect theme

➤ **MANAGEMENT INFORMATION SYSTEM**

Credit Hrs.: 3

Course Objective:

The goal of this course is to enable participants to understand management information technologies and their relationship and impact on business processes and business decisions making so as to give competitive advantage. Emphasis is laid on the role of internet technologies in providing a platform for business, commerce and collaboration among stakeholders in today's business environment which includes networking enterprises and global markets.

Learning Objectives:

1. Understand the local and global role of information systems in supporting and enabling processes and strategies at the individual, organizational, and societal level.
2. Apply traditional and contemporary analysis and design techniques to identify and analyze organizational problems or opportunities, formulate appropriate strategies and solutions using information technologies, and evaluate the effectiveness of proposed solutions.

Reference Books:

- a) Management Information Systems, Managing the Digital Firm by Kenneth C. Laudon and Jane P. Laudon

Course Outline and Schedule

<u>Week</u> Mon- Sat	Topics	Textbook (Ref A)	Tests & Assignment s
<u>Wk-1</u>	Introduction to basics of Information System The Role of Information Systems in Business Today, Perspectives of Information Systems, what is Information System?	Ch1	
<u>Wk-2</u>	Contemporary Approaches to Information Systems Understanding Information System Requirements Four major types of systems	Ch 2	
<u>Wk-3</u>	Importance, Use, Objectives and Types of IMS How IS impact business firms? Firm level strategy. The Value Chain Model	Ch 3	
<u>Wk-4</u>	Using Information Technology for competitive advantage E commerce and new business models	Ch 4	

<u>Wk-5</u>	IT Infrastructure and Platforms Data Management and Storage. Consulting and System Integration services	Ch 6	
<u>Wk-6</u>	The management information system Managing data resources. Traditional file environment vs Database Management Mid Term	Ch 7	
<u>Wk-7</u>	Security and Control Business Value of Security and Control. The Role of auditing in control process	Ch 10	
<u>Wk-8</u>	Business Process Integration Business Value of Enterprise Systems. Information and SCM, CRM	Ch 11	
<u>Wk-9</u>	Digital Knowledge Management Data vs Knowledge. Organizational learning and knowledge management	Ch 12	
<u>Wk-10</u>	Redesigning the organizing with IS Business Process Re-Engineering	Ch 14	
<u>Wk-11</u>	Change Management Traditional Capital Budgeting Models. Importance of Change Management in IS success and failure	Ch 15	

<u>Wk-12</u>	IS problem areas Why IS implementation fails? Mid Term	Ch 15	
<u>Wk-13</u>	Managing International Information Systems Developing International Information System Architecture. Technological challenges of business systems	Ch 16	
<u>Wk-14</u>	Global Supply Chain	Ch 16	
<u>Wk-15</u>	Web Usability Nielsen's Heuristics		
<u>Wk-16</u>	PREP BREAK		
<u>Wk-17</u>	FINAL EXAMINATION		

Division of Marks

Class Tests (3)	15
Assignments (3)	15
Mid Term Tests (2)	30
Final Exam	40
Total	100

Marks	Points	Grade	Interpretation
85-100	4.00	A	Outstanding
80-84	3.67	A-	Excellent
75-79	3.33	B+	Very Good
70-74	3.00	B	Very Good
65-69	2.67	B-	Good
60-64	2.33	C+	Good
55-59	2.00	C	Average
51-54	1.67	C-	Average
50	1.33	D+	Just Pass
Below 50	0.00	F	Fail

➤ **MANAGEMENT INFORMATION SYSTEM LABS**

Course Title	Management information System
Course Code	
Program	BBA
Semester	Spring 2020
Credit Hours	4.5
Duration	15 sessions
Pre-requisite (if any)	Management Information System
Resource Person	Usman

Course Objectives

This course examines the role of information technology, and its management, in supporting an organization's (internally- and externally focused) operations and strategies. Particular attention is given to issues associated with the funding and development of business and technology architectures to enable efficient, effective, and adaptable operational, tactical and strategic actions.

Learning Objectives

At the completion of the course, a student will be able to:

1. Integration of business & technology in a sector context
2. IT architecture, design and development skills
3. Project management skills
4. Management for enterprise systems

Learning Outcomes

Understand the difference of Computer Sciences, Information Technology, and Information system in various perspectives. The strategy of the student to refine the information in such a way that helps the organization

Teaching Methodology

- Interactive Classes
- Case based teaching
- Class activities
- Applied Projects

- Experiential Learning

Grade Evaluation Criteria

Following is the criteria for the distribution of marks to evaluate final grade in a semester.

Marks Evaluation	Marks in percentage
Assignments:	10%
Quizzes:	10%
Class Activity:	15%
Final Project & Presentation	10%
Mid Term Exam:	20%
End Term Exam:	35%
Total:	100%

Recommended Textbooks:

1. Experiencing MIS

David M. Kroenke & Randall J. Boyle, 6th edition

2. Information Systems Today: Managing in the Digital World

Joseph S. Valacich & Christoph Schneider, 7th edition

3. Business Driven Information Systems

Baltzan & Phillips

4. Management Information Systems: Managing the Digital Firm

Kenneth C. Laudon & Jane P. Laudon, 12th Ed

5. Information System Management in Practice

Barbara C. McNurlin

Supplementary Material:

1. Hands on notes.
2. Case Studies

No	Topics to be covered in the course	Learning Objective of this topic	Teaching Method	Assessment Criteria	Lab Work
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1	Management information System impact on human capital in the organization	To differentiate Computer Sciences, Information Technology, Information system in various perspectives. Importance of Information System in Past, Present and in Future.	Lecture slides as well as case analysis using various perspective to establish the dimensions and scope of approach to strategic thinking	Assignment & Class Participation / Chapter 1	System exploration
2	Global E-Businesses: How Businesses Use Information System	What is Business Case? What is Productivity Paradox Strategy? Decision Support System useful for competitive Advantage	Case study Lecture Video Discussion	Assignment Presentation Class participation/ Chapter 2	Cloud exercise
3	Database Management	The concept of DBMS, RDBMS, Data Base Design, Normalization, DFD, ERD EARD, Data Mining, Date warehousing, Data Dictionary, Relational Model Corporate and	Case study Lecture Group Discussion	Quiz 1 Assignment/ Chapter 6	Database understanding

		Business Strategy Data Marts.			
4	Practical implementation of Databases	Using MS Access	Hands on practice		Database implementation
5	Practical implementation of Databases	Using MS Access	Hands on practice	Quiz 2	Database implementation
6	Telecommunication and internet	Telecommunication and networking in Today's Business world. Communication Network, internet, Monitoring employee on network, wireless Revolution	Case study Lecture Discussion	Assignment / Chapter 7.	Network development exercise
7	System Application for Digital Age	E-commerce, E-business, E-marketing, Digital Market and Digital Goods. How to manage knowledge on internet.	Case study Lecture Book	Assignment on analysis and designing / Chapter 10	Electronic Commerce site development
8	Managing Knowledge/ Questionnaires	Types of Questionnaires Importance of Questionnaires How to Conduct Questionnaires	Lecture Research paper	Quiz 2 Assignment/ Chapter 11	Lab exercise
9	Revision	Midterm			
10	Enterprise wide	Achieving operational Excellence Customer Intimacy	Case study Lecture	Assignment	

	Information System	Enterprise Applications	Reading Material	Quiz 3 / Chapter 9	MS Dynamics for ERP system understanding
11	Building and Managing System	System Development Life cycle System Conversion Stages and their attributes	Case study Lecture	Assignment/ Chapter 13	Live scenario for implementation
12	Business Analytics	Concepts, understanding, practical	Case Study Lecture	Assignment / Chapter 15	Using R Studio / MS Excel
13	Business Analytics	Practical implementation through Systems	Case Study Lecture	Assignment / Chapter 15	MS Excel reporting system
14	Information system Ethics, Crime and Security	Information Privacy Information Accuracy Information Property Information Accessibility Hacking and Cracking Internet Security	Lecture case analysis	Assignment/ Chapter 4	Cryptography exercise in groups
15	Ethics& Sustainability	Concept of Management Information System Ethics, Its Vales, Ethics Standards, Important Commands Exploring Sustainability through Management Information System, Areas of computing that are relevant to sustainability (Computer Cyber physical System, Intelligent System, Mobile Computing)	Class Participation	Seminar Hall	Secure system scenario Implementation

16	Final Project	Application of all the concepts learned in above lectures	Presentation		Within a Week
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➤ **Students activities during course**

Indoor activities

• **Gamified quiz**

1. In 3rd – 4th week 1st gamified quiz will be performed.
2. In 8th – 9th week 2nd gamified quiz will be performed.

• **Guest Speaker**

1. In 12th – 13th week, an industrial expert from the relevant field will come to university and share their expert point of view about the subject and current market needs.

• **MIS Marathon**

1. In 14th week, combination of multiple gaming and MIS activities will be performed in teams.

Outdoor activities

• **Motivational & Team building exercise**

1. In 5th – 6th week Team building exercise will be performed.

• **Field trip**

1. In 10th week, field trip of the relevant industry.

Student participation in all activities is compulsory and will be marked.

➤ **QUANTITATIVE TECHNIQUES IN BUSINESS**

Course Objectives

The course aims at introducing the students to quantitative techniques frequently applied in business. The course covers mastering the application of linear programming, assignment and transportation techniques, network analysis, PERT & CPM in addition to application of probability in decision making, forecasting and inventory control.

Course Contents

1. Introduction to quantitative techniques.

2. Probability and decision making.
3. Decision trees.
4. Forecasting - time series analysis.
5. Inventory control - introduction and terminology.
6. Inventory control - types of control system.
7. Inventory control - economic order quantity.
8. Inventory control - safety stocks and re-order levels.
9. Simulation.
10. Linear programming - introduction.
11. Linear programming - graphical solutions.
12. Linear programming - simplex method for maximizing.
13. Linear programming - simplex method for minimizing.
14. Transportation Technique.
15. Assignment Technique.
16. Network Analysis - introduction and terminology.
17. Network Analysis - time analysis. PERT & CPM.
18. Network Analysis - cost scheduling.
19. Network Analysis - resource scheduling
20. Network Analysis - activity on nodes.

Basic Textbooks

1. Quantitative Techniques 6e by T. Lucy Published by Cengage Learning, ©2002
2. Anderson, David, R., Sweeney, Dennis J., Williams, Thomas A., Camm, Jeff, and Martin, R. Kipp, Quantitative Methods for Business, 11th Edition, Mason, Ohio: South Western, 2010.

Assessment Scheme

Quizzes	10%
Assignments/Project	10%
Presentations	10%
Mid Term Exam	20%
Final Exam	50%

Total	100%
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➤ **HUMAN RESOURCE MANAGEMENT**

COURSE DESCRIPTION

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Qura'n and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their textbooks and the practices critical for achieving success from indigenous perspective.

INTENDED LEARNING OUTCOMES

At the end of this course, students should be able to:

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.

6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

COURSE CONTENT	
Week 01	Introduction Meeting present human resource requirements What is HRM Why HRM is important
Week 02	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
Week 03	HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource
Week 04	Conducting Job analysis. HR Planning Job Description Job Specification
Week 05	Staffing Recruiting and selecting employees Recruitment techniques Sources of recruitment Selection tests and Interviewing techniques
Week 06	Employee development Performance appraisals Performance management
Week 07	Training and development

	Training the employees Types of training Technique of training
Week 08	MID-TERM EXAMINATION
Week 09	Developing careers Career growth
Week 10	Project Description and discussion
Week 11	Compensations Managing compensation Types of compensation
Week 12	Rewarding performance Pay for Performance
Week 13	Designing and administering benefits Types of benefits
Week 14	Employee relations
Week 15	Project Presentations
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources. (Fourth ed.)

ASSESSMENT SCHEME

Coursework	Marks (%)
Assignments & Quizzes	25
Mid-Term Examination	30
Sub-total	50
<u>Final Examination</u>	<u>50</u>
Total	100

➤ BUSINESS TAX AND COMMERCIAL LAWS

Course Objectives

1. To familiarize the students with the Income and Sales Tax Laws in Pakistan.
2. To introduce to students the important elements and aspects of tax system and authorities and their limits.
3. To equip the students with necessary skills to deal with the situations concerning the field of taxation.
4. This course is designed to focus on the important topics of Business Laws, governing the operational aspects of business. A thorough study of this course will develop students' knowledge about the legal system of Pakistan.
5. To provide the students with basic knowledge of business laws
6. To provide the students with basic knowledge of income tax and sales tax laws

Learning Outcomes

- To develop understanding of the basic knowledge of income tax and sales tax laws
- Implications of business laws, for the effective operations of the business. identify and explain various aspects of contracts such as communication, acceptance and revocation of
- Identify and describe the sources of business laws
- identify and explain various aspects of contracts such as communication, acceptance and revocation of proposals, essentials of valid contract performance, discharge, breach of contract and damages for breach of contract, contract of bailment, contract of indemnity and guarantee,
- understand the contract of agency and right and liabilities of agents and principal,
- explain the various laws and provisions contained in the sale of goods Act, 1930, partnership Act, 1932 & Negotiable Instrument Act, 1881,

Course Contents

Income Tax Laws

- Introduction and scope of Income Tax Law in Pakistan.

<ul style="list-style-type: none"> • Definitions and Terminologies
<ul style="list-style-type: none"> • Exclusions from total income • Reduction in tax liability • Exemption from specific provisions of income tax ordinance 2001.
<ul style="list-style-type: none"> • Distinction between capital and revenue items of expenditures. • Tests for different of capital and revenue receipts. • Tests for differentiating capital and revenue expenditures. • Capital loss.
<ul style="list-style-type: none"> • Income from Salary, Scope of salary income. • Allowances and relieves under the Ordinance. • Types of provident fund, treatment of provident fund, the sixth schedule, employer's contribution of approved gratuity fund deduction from income, gratuity fund deduction from income, gratuity fund and schemes. • Computation of income tax payable from salaried persons.
<ul style="list-style-type: none"> • Income from business and profession Terms used. • Considerations governing taxation of business profits. • Maintenance of accounts on mercantile or cash basis. • Income chargeability under income tax law on income from business. • Principles of computation of taxable profits, allowable deductions. • Deduction for computing business income, significant changes introduced by the ordinance. • Non-admissible expense. • Bad debts.
<ul style="list-style-type: none"> • Income from property tax on agriculture income. • Calculation of ALV. • Allowable deduction from income from property.
<ul style="list-style-type: none"> • Set-off and carry forward of losses. • Types of Losses. • Rules for set-off and carry forward.
<ul style="list-style-type: none"> • Penalties, offenses, appeals and prosecutions.
<ul style="list-style-type: none"> • Income tax authorities their appointments and the limitation and powers.

<ul style="list-style-type: none"> • Income from other sources. • Deduction for computing income from other sources. • Capital gains. • Exchange gain/losses, income deemed to accrue or arise.
<ul style="list-style-type: none"> • Tax accountings and assessment cycle, procedure filling of return. • Power to grant extension of time for filling the return, assessment procedure, provisional assessment, notes for production of books of accounts, evidence, etc. • Assessment on the basis of return, wealth statement, simplification of assessment of procedure, payment of tax before assessment, changes in tax withholding and collection of tax. • Withholding tax rates under section 50(6) collection of tax on demand, recovery of tax. • Recovery of arrears/ refunds demand, refund and tax credit, persons entitled to claim refund in certain case, income tax refunds, penalties, enhanced tax rates for higher slabs of income, first schedule rates of income tax for individuals, unregistered firms, association of persons and Hindu individuals. • Deferred taxation and its treatment.
<ul style="list-style-type: none"> • Assessment of individual salaried and non-salaried person.
<ul style="list-style-type: none"> • Self-assessment scheme.
<ul style="list-style-type: none"> • Appeals
Sales Tax Laws
<ul style="list-style-type: none"> • Introduction and scope of sales tax.
<ul style="list-style-type: none"> • Definitions and terminologies.
<ul style="list-style-type: none"> • Sales tax authorities.
<ul style="list-style-type: none"> • Registration in Sale Tax.
<ul style="list-style-type: none"> • Bookkeeping and invoicing requirements.
<ul style="list-style-type: none"> • Furnishing of Return of Sales Tax.
<ul style="list-style-type: none"> • Appeals.
<ul style="list-style-type: none"> • Practical Problems.

Recommended Text (Latest Editions)

1. Mughal, Muhammad Muazzam, Income Tax-Principles and Practice, Syed Mobin& Co. Lahore.
2. Mughal, Muhammad Muazaam, Sales Tax, Syed Mobin& Co. Lahore.

Further Reading

1. Mehboob, Sheikh, Taxation, latest edition.

Reading List

1. Bare Acts Govt. of Pakistan Publications Division, Govt. of Pakistan.
2. Business Law Khalid Mehmood Cheema Syed Mobin Mahmud & Co.
3. Mercantile Law LuqmanBaigGhanzanfar Academy Pakistan, 30, Urdu Bazar
4. Karachi PPRA Rules Government of Pakistan Government of Pakistan / www.ppra.org.pk
Handbook of the Code of ethics IFAC/SAFA IFAC/SAFA

Assessment Scheme

Assignments	10%
Quiz	20%
Mid Term Exam	30%
Final Exam	40%
Total	100%

➤ BUSINESS RESEARCH METHODS

Description

The principle objective of this course is to train students to think in a scientific way, and carry out their own research on sound principles of scientific enquiry. The course covers broad range of topics and it is equally useful for students working in different fields of social sciences.

Learning Outcomes:

1. The main objective of the course is to train the students to think about social problems in scientific way.
2. To cultivate the ability to understand scientific method, design of experiments, and how to overcome possible issues related to different methods of enquiry and their applications
3. Allow them to understand the various issues related to observational data set as used in social sciences
4. Develop the ability to write research papers using empirical analysis developed on sound principles
5. To motivate the students to write research papers with an aim of publishing in refereed journals.

Reference Books:

- *Exploring Research*. Neil J Salkind. 8th Edition.
- *Statistics*, 4th Edition, by David Freedman, Robert Pisani, Roger Purves. W.W. Norton and Company. New York 2007.
- *How to lie with statistics?* by Darrel Huff. W.W. Norton and Company. New York.
- *How to take a chance?* By Darrel Huff. W.W. Norton and Company. New York.
- *How to think about weird things?* By Theodore Schick, Jr. and Lewis Vaughn. 4th edition. McGraw Hill, New York. 2005.
- *Philosophical foundations of Physics*, by Rudolph Carnap edited by Martin Gardner. Basic Books Inc. publishers. 1966.

Course Outline and Schedule:

<u>Week</u> Mon- Sat	Topics	Textbook (Ref A)	Page Nos.	Tests & Assignments
<u>Wk-1</u>	What is knowledge? Different sources of knowledge. A general overview of methodology of science	See relevant chpt(s)		
<u>Wk-2</u>	Controlled Experiments	See relevant chpt(s)		
<u>Wk-3</u>	Observational Studies; confounding; randomized controlled experiments and how they overcome confounding; Examples,	See relevant chpt(s)		Assignment 1 Class Test 1
<u>Wk- 4</u>	Data Description: Histogram; Average and SD Histogram; Root Mean Square error,	See relevant chpt(s)		
<u>Wk- 5</u>	Normal Approximation for Data; finding areas under the normal curve using normal table	See relevant chpt(s)		
<u>Wk- 6</u>	Measurement Error; Standard Deviation, Variance Probability	See relevant chpt(s)		Mid term 1
<u>Wk-7</u>	Laws of probability; Independence; multiplicative law Scatter plots; Correlation	See relevant chpt(s)		
<u>Wk-8</u>	Regression; Hypothesis Testing	See relevant chpt(s)		Assignment 2 Class Test 2

<u>Week</u>	Topics	Textbook (Ref A)	Page Nos.	Tests & Assignments
	MID SEMESTER BREAK			
<u>Wk-9</u>	Difference in difference methodology and quasi experimental design	See relevant chpt(s)		
<u>Wk-10</u>	Sampling	See relevant chpt(s)		
<u>Wk-11</u>	Chance error in Sampling; the accuracy of percentages	See relevant chpt(s)		
<u>Wk-12</u>	The accuracy of averages, test of significance	See relevant chpt(s)		Midterm 2
<u>Wk-13</u>	Reading for research: Literature review Using resources	See relevant chpt(s)		
<u>Wk-14</u>	Writing: Basic techniques of scientific writing	See relevant chpt(s)		Assignment 3 Class Test 3

➤ **DIGITAL MARKETING**

COURSE DESCRIPTION
Traditional media and its once unmatched power have been progressively eroded through the emergence of new communication technologies which make creating and distributing information an easy and low-cost exercise. This has caused a change in the balance of power, as even individuals are able to find global audiences with simple tools like blog entries and social media posts as well as other methods. This development has immediately and significantly affected marketing and public relations

as age old strategies, standards and methodologies that relied on the power and reach of traditional media stand challenged.

This course will examine real world cases, research and theories on a topic that has attracted much attention across the world in the past decade, i.e. the role of digital media in the fields of marketing and public relations. The course focuses particularly on the innovative use of media and communication tools, including but not limited to, social media networks, e-commerce, mobile, SEO, SEM, augmented reality and interactive technologies. Students are encouraged to envision the innovative deployment of digital media in the fields of marketing, public relations guided by theoretical frameworks.

COURSE OBJECTIVES

- Introduce students to the changing needs and power structures in marketing and public relations communication owing to digital media
- Learn how to develop a comprehensive and unified digital media marketing strategy
- Help students grasp the enormity of the interconnected and global nature of modern marketing and public relations communication
- Familiarize students with the use of modern innovations in marketing and public relations communication
- Build, optimize and analyze Pay Per Click (Google Ads and Bing Ads) and Facebook campaigns and prepare for Google Certification exams and Facebook Blueprint Certification exams

COURSE CONTENT

The course content will be divided over various modules covering digital marketing comprehensively:

- Understanding of what digital marketing & advertising is
- Social media marketing
- SEO & SEM
- Email marketing
- Mobile marketing
- Content marketing
- E-commerce

- Digital analytics

LEARNING OUTCOMES

After completing this course, students will be able to:

- Describe the paradigms in traditional marketing communication
- Understanding the different mediums available to marketers in the realm of digital media
- Identify key theories and concepts in modern marketing communication.
- Analyze the impact of media innovations on marketing and public relations methodologies and practices
- Assess the feasibility of introducing modern marketing communication methods to existing systems
- Explain in their own words the key marketing communication knowledge areas, needs and concerns that exist today

REQUIRED COURSE MATERIAL

Architecting Experience: A Marketing Science and Digital Analytics Handbook by Mark Scott & R Wheeler (selected chapters)

Case Studies & Readings to be shared throughout the semester

COURSE SCHEDULE (subject to change)

1 & 2		<p>What is digital media & digital marketing?</p> <ul style="list-style-type: none"> - How digital media has changed marketing landscape - Digital media platforms - Paid, Owned & Earned Media - Customer Decision Journey 	Case Study: HBS Amazon, Apple, Facebook & Google (for class 2)
3		<p>Digital Advertising</p> <ul style="list-style-type: none"> - Importance of digital advertising 	

		<ul style="list-style-type: none"> - Paid vs. organic reach - Digital advertising platforms 	
4, 5 & 6		SEO & SEM <ul style="list-style-type: none"> - Difference between SEO & SEM - Business of Search - Keywords - Google AdWords 	<p>Class Exercise: How to plan your keywords</p> <p>Reading: “Forbes 6 Surprising Ways to Use Google AdWords You Haven't Tried Yet”</p> <p>“A McDonald’s Ad That Never Mentions the Name McDonald’s - The New York Times”</p>
7		E-commerce <ul style="list-style-type: none"> - The business of selling online - Online auctions, Web portals & Virtual communities - Revenue models 	Quiz 1
8 & 9 & 10		Social Media Marketing <ul style="list-style-type: none"> - Devising social media strategy - Social media platforms - Buzz & viral marketing - One-to-one marketing models 	<p>Reading: HBS “Social Media” by Sunil Gupta, Kristen Armstrong, Zachary Clayton</p> <p>Reading: Harvard Business Review “What’s your social media strategy?”</p> <p>Case Study: United Breaks Guitar</p>
11		Content Marketing <ul style="list-style-type: none"> - Copy writing - Native advertising - The Who, What, Where Framework - The science of sharing 	
12		Email Marketing	Quiz 2

		<ul style="list-style-type: none"> - Email marketing tools - Data collection - Retargeting campaigns 	Reading: Page 96 - 102 of Architecting Experience
13		<p>Blogging & Influencer Marketing:</p> <ul style="list-style-type: none"> - Microblogs, vlogs & blogs - Finding the right influencer for your brand 	
14		Mid-Term Exam	
15		Guest Lecture on Digital Marketing by an industry expert	
16		<p>New Trends & Technology</p> <ul style="list-style-type: none"> - Mobile Apps - AR - VR - Gamification - Virtual Assistants (Google Home, Alexa) - Internet of things 	<p>Project submission – Part I</p> <p>Reading: <i>NYT “Burger King ‘O.K. Google’ Ad Doesn’t Seem O.K. With Google”</i></p>
17 & 18		<p>Mobile Marketing</p> <ul style="list-style-type: none"> - Mobile marketing strategies - Trends for the future - Utilizing inherent advantages of mobile 	<p>Reading: Page 95 - 96 of Architecting Experience</p> <p>Case Study: HBS Sephora Direct</p>
19		<p>Digital marketing for B2B: LinkedIn</p> <ul style="list-style-type: none"> - Targeting a professional audience - Creating relevant content - Sponsored Content & Inmail 	

20 & 21		<p>Digital Analytics</p> <ul style="list-style-type: none"> - Digital analytics and innovation - Performance measurement and Response attribution - Media mix optimization 	<p>Reading: “Think with Google: Measure what matters most”</p> <p>Exercise: Calculation and evaluation of key metrics</p>
22		Adapting for Digital Strategies	<p>Quiz 3</p> <p>Reading: Tate’s Digital Makeover Transforms the Traditional Museum - Harvard Business School Working Knowledge</p>
23		The surge of digital businesses	Case Study: Netflix by Richard Ivey School of Business
24		Wrap-up Session	
25		Presentation Reviews & Discussions	
26 & 27		Final Presentations	
28		Final Exam	

EVALUATION/ASSESSMENT COMPONENTS

Assessment Component	Weight (%)	Mark
Class Participation	10%	
Quizzes (n-1 policy, 5% each)	20%	
Mid-Term	25%	
Final Project	10%	
Final Exam	35%	

➤ BUSINESS AND PROFESSIONAL ETHICS

Overview

This course is designed to provide students with opportunities to apply ethical reasoning to the demands of business management in corporate environment. The students will analyze select readings and case studies to explore key ethical principles and the various ways in which business practitioners and ethical theorists address the issues that commonly arise in the business world.

Objectives

- to enhance students ethical awareness and appreciation of the complexity of ethical decision making in business organizations
- to develop students' analytical skills for understanding and resolving ethical issues
- to facilitate student self-understanding of themselves as ethical agents
- to help students develop ethical knowledge, sensitivity and judgment which can then be applied in the exams and the workplace.

Learning Outcomes

By the end of the course students will

- demonstrate reading, reflection, and comprehension of key ethical principles, concepts, and approaches
- demonstrate an ability to identify and analyze ethical issues, conflicts, and responsibilities in business contexts
- construct and communicate rational, responsible, and realistic responses to ethical issues
- demonstrate a critical awareness of their own values and morality

Students will exhibit this through:

- develop skills to analyze, assess, and address ethical conflicts and dilemmas in business cases
- comprehend the need for ethics in business and three key ethical approaches
- develop a clear sense of one's own moral obligations and personal responsibilities in pursuing a career and the factors that will challenge and change one's moral compass

- acquire courage to make principled choices in the face of ethical challenges

Course Contents

Week	Topic	Readings & Case Studies
1-2	Awareness of Moral Issues & Ethical Standards	“What is Business Ethics and Why Study It?” - Kissick Text, 3-12
	Awareness of Moral Issues & Ethical Standards	"Theories of Ethics" - Kissick Text, 13-26 "Business Ethics in the News" - Various Authors
3-4	History of Business & Professional Ethics	Various sources
5-6	Ethical Reasoning & Decision-Making	“An Introduction to Stakeholder Analysis” - Kissick Text, 43-59 “Conflicts of Interests in Subprime Mortgages and at Enron” - Desjardins Address the case discussion questions.
7-8	Utilitarian Ethics	“Utilitarianism: Weighing Social Costs and Benefits” by Valsquez, 60-71 “Pinto Madness,” by Mark Dowie “The Pinto Case and the Rashomon Effect, Patricia Werhane What better ways are there to make the kinds of decision Ford made?
	Utilitarian Ethics	“Utility and Utilitarianism” - DeGeorge, 55-75 “Profit Maximization and Layoffs” - Gentile Address the case discussion questions.
	The Rights Approach	https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/
	<i>The Fairness Approach</i>	https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/
	<i>The Virtue Approach</i>	https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/

	<i>The Common Good Approach</i>	https://www.scu.edu/ethics/ethics-resources/ethical-decision-making/
9-10	Deontology / Universal Duties	“A Kantian Approach to Business Ethics” - Bowie, 3-16 “Jess Smith and the Design Firm” - Neeley, Wicks, & Mead What should Jess Smith do?
	Deontology / Universal Duties	"Systems of Moral Evaluation" - Salazar, 29-34 “Sneakers and Sweatshops” - Schilling Address the case discussion questions.
11-12	The Social Contract	“A Kantian Approach to Business Ethics” - Bowie, 3-16 “Jess Smith and the Design Firm” - Neeley, Wicks, & Mead What should Jess Smith do?
13-14	The Social Contract	“Excerpts from A Theory of Justice” - Rawls, 498-512 "Some Costs of American Corporate Capitalism" - Kasser et al Assess the pros and cons of American Corporate Capitalism from a social contract perspective. Reading: “Utility and Utilitarianism” - DeGeorge, 55-75 Case: “Profit Maximization and Layoffs” - Gentile Address the case discussion questions.
	The Social Contract	“Ethical Leadership” - Kissick Text, 105-118 “Viewpoint: On Being an Ethical Executive” by McCallum, 1-7 The Ivey Ring Pledge I Identify and be prepared to discuss the ethical principles that inform each of the statements of The Ivey Ring Pledge.
15-16	Focus Areas of Ethics	Leadership Ethics, Environmental Ethics, Religion & Ethics, technology Ethics, Engineering Ethics, Global Ethics, Legal Ethics, Ethics in Education. https://www.scu.edu/ethics/focus-areas/more/

Course Reading Material

Textbook: Business Ethics - Concepts, Cases, and Canadian Perspectives, Kissick, W.P. (2012)
Business 4438 Readings and Cases – available from Ivey Publishing.

Additional Readings

1. Seevers, Skinner, and Kelley, “A Social Network Perspective on Sales Force Ethics,” *Journal of Personal Selling & Sales Force Management* (Fall 2007), pp. 341-353.
2. Bazerman and Tenbrunsel, “Ethical Breakdowns,” *Harvard Business Review* April 2011), pp. 58-66.
3. Ardichvili, Kowske, and Thakadipuram,, “Ethical Cultures in Large Business Organizations in Brazil, Russia, India, and China,” *Journal of Business Ethics* (February 2012), pp. 415-428.
4. Lubin and Esty, “The Sustainability Imperative,” *Harvard Business Review*. (May 2010), pp. 42-50.
5. Unruh and Ettenson, “Growing Green,” *Harvard Business Review* (June 2010), pp. 94-100.
6. Esty and Charnovitz, “Green Rules to Drive Innovation,” *Harvard Business Review* (March 2012), pp. 120 123.
9. pp. 120 123.

➤ **SOCIAL AND ECONOMIC ISSUES IN PAKISTAN**

Credit Hours: **3**

Instructor: **Fatima Malik** (*Fatima_malik@bnu.edu.com*)

Semester: **Fall 2019**

Objective

The objective of this course is to give students an exposure of the Pakistan economy. How the process of economic development along with other major changes has evolved the Pakistan Economy in the form that we see today. The underlying theme of the lecture series is to form a link between the economic theories and the actual practice. An extensive review of major and the

real sectors of the economy throughout the course intends to develop an understanding of the critical and the current economic state and issues exposed to the macro economy today.

Teaching schemes

Presentations	40%
Midterm	30%
Final Exam	30%

Class will be divided into different groups and a topic for debate will be assigned from the course. The groups will talk about the topic one in favour and the other against the topic. The groups will give a power point presentation. Marks will be given both individually as well as to the group.

Readings (books and reports)

- Book 1: Hafiz A. Pasha, *Growth and Inequality in Pakistan: Agenda for Reforms*, Frederic Ebert Stiftung, 2018
- Book 2: S. Akbar Zaidi, *Issues in Pakistan's Economy*, Second Edition, Oxford University Press, Karachi, Pakistan, 2005.
- Book 3: Khawaja Amjad Saeed, *The Economy of Pakistan*, Oxford University Press, Karachi, Pakistan.
- Economic Advisers' Wing, Finance Division, Government of Pakistan, *Pakistan Economic Survey*, various issues, Islamabad, Pakistan. www.finance.gov.pk

Sr.#	TOPIC
1	Introduction
2	Record Of Economic Growth (1947-1960)
3	Record Of Economic Growth (1970-1990)
4	Record Of Economic Growth (2000-2013)
5	Current State Of The Economy
6	Debate No.1: Has Growth In Pakistan Primarily Due To External Factors?
7	Population Growth
8	Manipulation Of The Key Statistics
9	International Rankings Of Pakistan

- 10 Determinants Of Investment
 - 11 China-Pakistan Economic Corridor
 - 12 Debate No.2: Does Public Sector Investment Crowds Out Private Investment In Pakistan
 - 13 Evaluation Of The Imf Program
 - 14 Debate No.3: Shall We Stay Or Exit The IMF Program
 - 15 Midterm Exams
 - 16 Economic Cost Of War On Terror
 - 17 Economic Cost Of Ower Loadshedding
 - 18 Balance Of Payment
 - 19 External Debt Sustainability
 - 20 Debate No.4: Export Promotion Vs Curtailing Imports To Overcome Bop Problem
 - 21 Trends In Public Finances/Evoultion Of Public Debt
 - 22 Federalism In Pakistan
 - 23 Employment Situations In Pakistan
 - 24 Debate No. 5: Shall We Privatize Our Piblic Sector Entities
 - 25 Regional Disparity In Pakistan
 - 26 Inequality In Pakistan
 - 27 Incidences Of Poverty
 - 28 Sustainable Development In Pakistan
 - 29 Inclusive Growth/ An Outlook For Pakistan Economy
 - 30 Issues Of Governance In Pakistan
 - 31 Debate No. 6: Shall We Have A Separate Seraiki Province In Pakistan
- Final Exam

➤ **ENTREPRENEURSHIP & BUSINESS DEVELOPMENT**

Instructor	Nabeel A. Qadeer
Office	
Office Hours	
Email	nabeel.akmal@gmail.com
Teaching Assistant	

COURSE BASICS		
Course Type		Elective
Open for Category		Sophomore, Junior and Senior
Credit Hours		03
Course Pre-Req		Basic knowledge of entrepreneurship
Lecture(s)	Number of lectures per week Duration per lecture	02 90 minutes

COURSE DESCRIPTION
<p>Entrepreneurs have the answers to today's socio-economic challenges. But who are these entrepreneurs and what sets them apart?</p> <p>The course 'entrepreneurship and leadership' is intended to enhance student's 'willingness' to set out on entrepreneurial journey. It will approach an entrepreneurial mindset; an attitude to undertake value-creating initiatives in uncertain situations that is expected to lead the start-ups. This course supports liberal arts students who are opting to start their own business and/or in the process of reinventing industries and markets.</p> <p>For Pakistan, in specific, socioeconomic challenges require practice of effective leadership and management to convert challenges into opportunities.</p> <p>This course is a rich, interactive learning experience designed to give students of entrepreneurship a blend of theoretical knowledge and equip them with practical skills necessary to improve their leadership and management skills in daily life.</p> <p>Over the course of the semester, students will be introduced to different functions of leadership and management including decision making, managing teams, and building cultures.</p>
COURSE OBJECTIVES

- a. To introduce students with key topics pertaining to entrepreneurship, leadership and management in an evolving and competitive environment
- b. ii. Apply relevant entrepreneurship, leadership and management concepts, tools, and theories to critically analyze and evaluate challenges and decisions given the understanding of stakeholders and external environment
- c. iii. Critically examine the traits and behaviors of both effective entrepreneurs and leaders
- d. iv. Reflect on relative effectiveness in specific contexts of entrepreneurship and leadership
- e. v. Develop and nurture self-awareness of individual strengths and opportunities for growth in context of entrepreneurship and leadership

COURSE OVERVIEW

No.	TOPICS
1	What is entrepreneurship?
2	Perceptions and Narratives - From Followers to Builders
3	Prerequisite of entrepreneurship - <i>Reflection</i>
4	What is Leadership?
5	Self-Management
6	Traits of entrepreneurs – <i>What makes an entrepreneur a leader?</i>
7	Purpose and goal-setting – <i>How to set your entrepreneurial milestones</i>
8	Strategic Planning: Countering Weaknesses and Building on Strengths – <i>Why is it important for an entrepreneur to know their limitations and USPs?</i>
9	Bootstrapping and Lean Business Model - <i>How to make the most of what you have?</i>
10	Building and managing teams - From 'I' To 'We' – <i>an entrepreneur is only as good as their teams</i>
11	Branding and Culture - From Self to Start-up
12	Negotiation – <i>How to play on your own pitch?</i>
13	Bringing the two together - Entrepreneurship and Leadership?
14	Experiences – <i>What makes or breaks an entrepreneur?</i>
15	Management, Leadership and a World of Impact
16	Redefining Heroes - Entrepreneurs in Today's World

TEACHING METHODOLOGY

No.	TOPICS
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1	Monthly boot camps on entrepreneurship to reinforce all classroom knowledge through activities
2	Seminars by entrepreneurs to teach through their journey
3	Case studies of entrepreneurs to reflect upon
4	Videos and documentaries
5	Negotiation challenge activities
6	Pitching activities – how to sell your IDEA
GRADING POLICY	
Class Participation	10%
Quizzes	05%
Projects	25%
Mid-term	20%
Final	40%
Total	100%

➤ **PAKISTAN STUDIES**

Program		Course Instructor Maryam
Year/Semester		E-Mail M_y567@hotmail.com
Name of Course	Pakistan Studies	
Credit Hours	1.5	
Pre-Requisites	None	
Aim and Objective	This course aims to introduce students to the history of the region comprising Pakistan, provide an overview of contending perspectives on the origins of the country, and examine its politics,	

	society and culture. The course, furthermore, looks at some contemporary developmental issues facing the country
Week 1	Introduction to Ideology: structure and function
Week 2	Colonial Rule in the subcontinent: The colonial legacy Theoretical approaches to imperialism, colonization and self-determination.
Week 3 The creation of Pakistan	The creation of Pakistan Different perspectives on the creation of Pakistan
Week 6 Styles of Governance in Pakistan: Study of Various Regimes	1. 1947-58: Parliamentary Democracy 2. 1958-71: Military Authoritarianism 3. 1971-77: Islamic Socialism
WEEK 7 Styles of Governance in Pakistan: Study of Various Regimes	1. 1977-88: Military Authoritarianism 2. 1988-99: Democratic Interlude 3. 1999-2006: Military Authoritarianism
Week 8	MID TERM EXAMINATION
Week 9 Administration structure	Public Administration and sustainable democracy

Week 9 Centrifugal Forces in Pakistan II	Ethno-nationalism, Linguistic Identity, Sectarian identity
Week 10 Foreign Policy of Pakistan	Basic foreign policy models and application to Pakistan's policy.
Week 11 Health and Education and Non-governmental agencies in Pakistan	Health and Education and Non-governmental agencies in Pakistan Case studies of INGOs concerning paradigm shift
Week 12 ,13 Human Rights and Pakistan's Responsibility	1.Human Rights: Refugees and IDPs (as a result of conflict) 2.Human Rights II: Gender
Week 14 Presentations/simulation	
Week 15 Presentations/simulation	
Week 16 Presentations/simulation	Various topics to be given to students in groups to present or to simulate.
Textbook Reading list	Concise history of Pakistan by kazmi Struggle for Pakistan by Dr. Ishtiaq hussan

Instructional Aids Resources	Readings and slides shall be provided on weekly basis				
Teaching Strategy	Formal Lectures Simulations Case Studies Group Discussion Movie showing Presentation				
Assessment	Marks in %				
	Exercises quiz + Discussion	10 %			
	Project Presentation oral & Written	20%			
	Mid Term	30%			
	Final	40%			
Instructions	<p>1. Simulation/ Project Students will do role playing and simulations to present certain situations.</p> <p>2. In-class Assignments There will be 2 in-class quizzes; these quizzes can be based on readings, lecture slides, class discussions and movies for the course. The quizzes can have multiple choice questions, short answers, and short subjective questions. There will be no makeup quizzes.</p>				

	<p>3. Final and Mid Term Exam</p> <p>Exams will be closed book/closed notes. A major component of the exam will be a subjective question. The pattern of the exam will be at the instructor's discretion</p>
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- Students are expected to come prepared in class
- In case of any violation of class conduct authorities reserve the right to take appropriate action.

➤ **FINANCIAL MODELING**

Pre-requisites

1st Year Core Courses: Introduction to Accounting, Mathematics for Banking & Finance, Statistics for Banking & Finance, and Financial Statement Analysis.

Course Description

This course would be available for enrollment to students who have opted for finance specialization in BBA (Hons.) program and will build on the basic concepts introduced in the core courses.

The course will follow a ‘cookbook’ approach applying a combination of ‘explanation of basic concepts’ and ‘implementation thereof’ using Excel, as a computational tool, for providing a fuller understanding of financial modeling.

The first quarter of the course will serve as a review of the basic concepts introduced in the 1st year.

Course Material

The main reading material will be detailed handouts and would be supplemented by Excel spreadsheets and Power Point lecture slides, emailed at the end of each session.

Course Content

1. Excel Functions

1.1 Overview

1.2 Financial Functions

1.3 Dates and Date Functions

1.4 The Functions XIRR and XNPV

1.5 Conditional Functions

1.6 Large and Rank, Percentile, and Percentrank

1.7 Count, CountA, CountIF

1.8 Conditional & Boolean Functions

1.9 Relationships between Variables – Regression and correlation analysis

1.10 The difference between modeling hard and soft data

1.11 The Normal Distribution

2. Basic Financial Calculations

2.1 Overview

2.2 Present Value and Net Present Value

2.3 Internal Rate of Return and Loan Tables

2.4 Multiple Internal Rates of Return

2.5 Flat Payment Schedules

2.6 Future Values and Applications

3. Introduction to Value

3.1 What is Value?

3.2 Estimating Value: Intrinsic versus Relative Value

3.3 Why should we care?

3.4 The Accountant

3.5 Some truths about valuations

3.6 Conclusion

4. Calculating the Cost of Capital

- 4.1 Overview
- 4.2 Weighted Average Cost of Capital & the Enterprise Value
- 4.3 The Gordon Dividend Model
- 4.4 “Supernormal Growth” and the Gordon Model
- 4.5 Capital Asset Pricing Model (CAPM)
- 4.6 CAPM & the Security Market Line
- 4.7 Calculating the Weighted Average Cost of Capital and Cost of Debt
- 4.8 Case Study

5. Valuation Toolkit

- 5.1 Time value of money
- 5.2 Why money has time value
- 5.3 How we compute time value
- 5.4 Cash flows
- 5.5 Five types of cash flows
- 5.6 Measuring risk and expected returns
- 5.7 The Markowitz Revolution: Diversification and Risk
- 5.8 Breaking down risks in a company
- 5.9 Making sense of accounting data
- 5.10 Relationships between data
- 5.11 Conclusion

6. Financial Statement Modeling

- 6.1 Overview
- 6.2 How Financial Models Work: Theory and an Initial Example
- 6.3 Free Cash Flow: Measuring the Cash Produced by the Business
- 6.4 Using the Free Cash Flow to Value the Firm and Its Equity
- 6.5 Some Notes on the Valuation Procedure
- 6.6 Sensitivity Analysis
- 6.7 Debt as a Plug
- 6.8 Incorporating a Target Debt/Equity Ratio into a Pro Forma

6.9 Project Finance: Debt Repayment Schedules

6.10 Calculating the Return on Equity

6.11 Conclusion

7. Using Financial Statement Models for Valuation – A Case Study

7.1 Overview

7.2 Building a Financial Model & Pro Forma Statements

7.3 Deriving Free Cash Flows

7.4 Sensitivity Analysis

7.5 Conclusion

Assessment

Exam (duration: 3 hours)

➤ FIN TECH & DIGITAL FINANCE

Credit Hours: 3

Course Pre-requisites: Business Finance I & Business Finance II

Course Description

What is Fin Tech?

Introduction

FinTech Transformation

FinTech Evolution: Infrastructure

FinTech Evolution: Banks

FinTech Evolution: Startups and Emerging Markets

FinTech Typology

Emerging Economics: Opportunities and Challenges

From too-Small-To-Care to Too-Big-To-Fail

Introduction to Regulation

Payments, Cryptocurrencies and Blockchain

Introduction

Individual Payments

Developing Countries and DFS: The Story of Mobile Money

Developing Countries and DFS: Regulation of Mobile Money

RTGS Systems

The ABCDs of Alternative Finance

What is Blockchain?

Digital Finance and Alternative Finance

Introduction

A Brief History of Financial Innovation

Digitization of Financial Services

Fin Tech & Funds

Crowd funding – Regards, Charity and Equity

P2P and Marketplace Lending

The Rise of Tech Fins – New Models and New Products

What is an ICO?

FinTech - Regulation and RegTech

Introduction

FinTech Regulations

Evolution of RegTech

RegTech Ecosystem: Financial Institutions

RegTech Ecosystem: Startups

RegTech Startups: Challenges

RegTech Ecosystem: Regulators Industry

Regulatory Sandboxes

Smart Regulation

Redesigning Better Financial Infrastructure

Data & TechFin

Introduction
 History of Data Regulation
 Data in Financial Services
 Big-Bang: PSD2 / GDPR / Mifid2
 Digital Identity
 Change in mindset: Regulation 1.0 to 2.0 (KYC to KYD)
 AI & Governance
 New Challenges of AI and Machine Learning
 Challenges of Data Regulation
 Data is the New Oil: Risk of Breach

The Future of Data-Driven Finance

Introduction
 Case Studies

➤ **INVESTMENT & PORTFOLIO ANALYSIS**

Course title	Investment Analysis & Portfolio Management
Course code	BBA-305
Credit hours	3
Program	BBA (Hons.)
Course instructor	Sana Iqbal

Course Objectives

The course intends to familiarize students with the portfolio analysis & selection process. The primary goal of this course is to acquaint students with the basic concepts and analytical techniques required to allocate and manage funds in different portfolios. An emphasis will be placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Course will provide a comprehensive coverage of basic concepts, theories, applications and decision-making rules in financial investments.

On successful completion, students will be able to:

- Understand the objective and risk tolerance of various types of individuals and institutional investors.
- Evaluate the effect of risk and return on investment decisions.
- Analyze various types of financial assets and securities like equities, debt etc.
- Analyze the gains from diversification and asset allocation using Microsoft Excel.
- Appraise portfolio performance using appropriate methodologies.

Recommended Textbooks

- Investment Analysis and Portfolio Management by Frank K. Reilly & Keith C. Brown, 8th Edition.
- Essentials of Investments by Bodie, Kane and Marcus (BKM). McGraw-Hill Irwin. 9th Edition.
- Investments – Principles and Concepts by Charles P. Jones, 11th Edition.

Grading Assessment

Students will be assessed on the following criteria:

Assignments	10%
Quizzes	10%
Project	15%
Class Participation	5%
Mid Term	20%
Final	40%

Note

Students are required to be regular and punctual in attending classes. Student having less than 75% attendance in classes will not be eligible to sit in final exam. Students will only be considered present if they appear for the class within first 10 minutes of scheduled time. Students are also required to bring their calculators and notebooks to the class.

Students are also encouraged to participate actively in the class and cite relevant personal examples so that all can benefit from diverse perspectives on the topic.

Course Contents

Week	Topics
1&2	<p>Class introduction & discussion of the course outline.</p> <ul style="list-style-type: none"> • An overview of investments process. • Risk & return – measures, determinants & relationship.
3	<p>The asset allocation decision.</p> <ul style="list-style-type: none"> • Investor life cycle. • Portfolio management process & policy statement
4&5	<p>Organization & functioning of securities markets.</p> <ul style="list-style-type: none"> • Introduction. • Alternative types of orders available – market orders, price-contingent orders, margin transaction & short selling.
5&6	<p>Portfolio management.</p> <ul style="list-style-type: none"> • Risk & return – individual investment, two-asset & more than two-asset portfolio. • Markowitz portfolio theory.
7&8	<p>Introduction to asset pricing models.</p> <ul style="list-style-type: none"> • Capital market line (CML) & the separation theorem. • Capital asset pricing model (CAPM). • Security market line (SML).
9&10	<p>Equity valuation.</p> <ul style="list-style-type: none"> • Relative valuation techniques – earnings multiplier, price/cash flow ratio, price/book value ratio, price/sales ratio. • Discounted cash flow approaches – free cash flow to equity, free cash flow to the firm & intrinsic value & market price.
11&12	<p>Sector/industry analysis.</p> <ul style="list-style-type: none"> • Industry classification & life cycle • Sector rotation • Business cycle analysis
13&14	<p>Technical analysis.</p> <ul style="list-style-type: none"> • Framework for technical analysis • Stock price and volume techniques

	<ul style="list-style-type: none"> • Technical indicators
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➤ **BANKING OPERATIONS & MANAGEMENT**

Objectives and Learning Outcomes

This course is a step deeper into the incredible world of banking for BBA students who have studied the course ‘‘Introduction to Banking’’ earlier in the Program. This course basically covers the more advanced concepts, products, operations and practices in Corporate, Commercial and Investment Banking with a special focus on the local banking sector. It also introduces students to the associated laws and regulations governing banks, banker/ customer relationships, opening/ operation of accounts, payment and collection, lending principles and products, trade finance and documentary collection and credits.

The focus of the course is on underlying principles and practices at the institutional level with special emphasis on the local banking sector. The course covers theoretical & practical aspects of the banking industry, with emphasis on basic concepts and analytical methods concerning banking institutions, their structure and business operations. The centerpiece of the course is mainstream of modern banking business practiced worldwide as well as in Pakistan in recent times.

After the successful completion of this course, students will have a clear understanding of:

- Functionalities of Banks, branches and central bank
- Products and Services of Retail/Branch Banking
- Loan products from Commercial, Retail, SME and Consumer Banking
- Dynamics of Corporate and Investment Banking
- International Trade products
- Innovations in Branchless and Digital Banking
- Internal Controls, Compliance and KYC/AML Concept and Processes

Course Contents

- Overview of Banking sector & operations (Salient features of ‘‘Intro to Banking’’ course)
- Retail Banking (Pricing deposits, FCY & Correspondent Banking, SWIFT operations)

- Commercial & SME Banking (Details of products, Client Assessment & Loan Approval Process)
- Corporate & Investment Banking (Syndicated & Project Loans, Client Assessment, Approval processes)
- Risk, CAD, Compliance & Audit Functions
- Consumer Banking (Credit cards, Auto & Home loans)
- Trade & Cash Management (Products and Operations)
- Supply Chain Finance
- Branchless & Digital Banking (Products & Operations)
- Islamic Banking (Products)
- Special Assets Management
- Microfinance Banks
- Modarba & Insurance
- Anti-Money Laundering/ Combatting Terrorism Financing
- Financial Statements of Banks

Recommended Text and Reference Readings

1. Various handouts (Web reference or soft/hard copy would be provided to the class)
2. Book: *Introduction to Banking* by Barbara Casu, Claudia Girardone, Philip Molyneux
3. SBP's Latest Prudential Regulations and SBP Published Material- <http://www.sbp.org.pk>
4. Internet Reference Material

➤ RISK MANAGEMENT

Objectives and Learning Outcomes

This course provides an introduction to risk management in institutions. It looks at why you need to manage risk, identification and management of risks, as well as current issues. It covers the impetus behind enterprise risk management and the related corporate governance. It explains the relationship between corporate governance, internal control and risk management. It deals with different stages within the overall risk management process. It examines internal and external influences separately. The course aims to

increase students' understanding of: Why manage risks, Identification of risks, how to manage risks, etc.

After successful completion of this course, students will have a basic understanding of:

- Understand and analyze the issues involved in the risk management
- Identify and prioritize risks
- Understand organizational imperatives for the risk management process
- Credit Scoring, Retail, Commercial Credit Risk Management, Credit Risk & Operational Risks
- Apply the techniques learned to new situations encountered in the working of an institution.
This relates to the topics on Micro Factors and Macro Factors affecting risk scenarios.

Course Contents

- Introduction & Types of Risks
- Risk in the Corporate World and Their Management
- Instruments for Risk Management
- Risk Management in Banks (Banking Regulations & Practices)
- Managing Risk through Corporate Governance
- Interest-Rate Risk and Hedging with Derivative Instruments
- Asset-Liability Management
- Credit Scoring, Retail/ Commercial Credit Risk Management/ Credit Risk from FSA perspective
- Operational Risk
- Latest Trends in Risk Management

Recommended Text and Reference Readings

1. A practical Guide to Risk Management by Thomas S. Coleman (CFA Institute)
2. Various handouts (Web reference or soft/hard copy would be provided to the class)
3. Internet Reference Material

➤ **MARKETING MANAGEMENT**

Course Introduction

This course is aimed at developing conceptual understanding of Marketing Management among students along with the strategic dimensions relatable to the domain. Course contents will not only encompass the theoretical literature about marketing management but adequate number of local and global case studies too; in order to bring the real time business world scenarios and issues to classroom discussions.

Learning Outcomes

Students will be able to:

- Identify basics of Marketing Management.
- Understand the role of contemporary Marketing Management practices in local and global market landscapes.
- Assess differences in various Marketing Management practices across the globe in different markets and different industries/sectors.
- Critically evaluate the effectiveness and implementation of various Marketing management techniques.

Course Teaching design

This course will employ following methods of teaching and learning:

- Lecture/ Classroom discussion
- Case study cracking sessions

Week wise Lecture Contents

Weeks	Topic of Lecture	Reading Assignment
Week 1	Marketing Management Basics <ul style="list-style-type: none"> • What is marketing management? • Overview of marketing management practices in local as well as global markets. • Evolution of marketing management thoughts over time. 	

Week 2	Market Orientation and performance <ul style="list-style-type: none"> • Customer focus and managing customer loyalty • Marketing focus and marketing profitability 	<ul style="list-style-type: none"> • Selected topics from Chapter No.1 & Chapter No.2
Week 3	Market Analysis <ul style="list-style-type: none"> • Market potential, Market Demand, and market share 	<ul style="list-style-type: none"> • Selected topics from Chapter No.3 • Hyundai's Challenge to Maruti Suzuki in the Dynamic Indian Automobile Sector (Asian Journal of Management Cases 13(1) 56–66 © 2016 Lahore University of Management Sciences SAGE Publications)
Week 4	Market Analysis <ul style="list-style-type: none"> • The customer experience and value creation • Case cracking session 	<ul style="list-style-type: none"> • Selected topics from Chapter No.4
Week 5	Market Analysis <ul style="list-style-type: none"> • Market segmentation and segmentation strategies • Competitor analysis and sources of advantage 	<ul style="list-style-type: none"> • Selected topics from Chapter No.5 & Chapter No.6

Week 6	Quiz and cases	
Week 7	Marketing mix strategies <ul style="list-style-type: none"> Product positioning, branding, and product line strategies 	<ul style="list-style-type: none"> Selected topics from Chapter No.7
Week 8	Marketing mix strategies <ul style="list-style-type: none"> Value-based pricing and pricing strategies 	<ul style="list-style-type: none"> Selected topics from Chapter No.8 Mobilink Pricing under Competition (Asian Journal of Management Cases Volume: 8 issue: 1, page(s): 7-28©2016 Lahore University of Management Sciences. SAGE Publications)
	Mid terms	
Week 9	Marketing mix strategies <ul style="list-style-type: none"> Marketing channels and channel mapping Case cracking session 	<ul style="list-style-type: none"> Selected topics from Chapter No.9
Week 10	Marketing mix strategies <ul style="list-style-type: none"> Marketing communications and customer response 	<ul style="list-style-type: none"> Selected topics from Chapter No.10
Week 11	Presentations	
Week 12	Strategic Marketing <ul style="list-style-type: none"> Offensive and defensive strategies 	<ul style="list-style-type: none"> Selected topics from Chapter No.12

	<ul style="list-style-type: none"> • Performance metrics and strategy implementation • Case cracking session 	<ul style="list-style-type: none"> • Growth Strategy of a Contract Automobile Manufacturer in Turkey during the 2008–2009 Financial Crisis (Asian Journal of Management Cases Volume: 8 issue: 1, page(s): 7-28©2016 Lahore University of Management Sciences SAGE Publications)
Week 13	Marketing plan development <ul style="list-style-type: none"> • What does a marketing plan stand for? • Sketch of the marketing plan to be submitted as term project • Submission of project briefs by students 	
Week 14	Marketing plan development <ul style="list-style-type: none"> • Individual discussion sessions with each group of students about term project progress 	
Week 15	Term project presentation sessions	
Terminal Examination		

➤ **MARKETING RESEARCH, DESIGN & ANALYSIS**

1	Course Title	Marketing Research, Design, and Analysis
2	Course Code	BBA
3	Credit Hours	3(3,0)
4	Semester	Fall 2019
5	Resource Person	Dr. Zaryab Sheikh
6	Contact Hours (Theory)	3 hours per week

7	Contact Hours (Lab)	N/A
8	Office Hours	
9	Course Introduction	
The course is broadly structured to follow the steps in the marketing research process. The topics include problem definition, research design (exploratory, descriptive and causal), data collection methods, questionnaire design and attitude measurement, sampling schemes, and data analysis.		
10	Learning Outcomes	
Students will be able to: understand the process of marketing research and its different processes		
<ul style="list-style-type: none"> • identify sources of information • understand different research methods • apply selected research methods • analyse and interpret both qualitative and quantitative data • conduct and analyse a focus group discussion • build a simple questionnaire from a web-based survey administration site. 		
11	Course Teaching design	
This course will employ following methods of teaching and learning:		
<ul style="list-style-type: none"> • Lecture/ Classroom discussion • Case study cracking sessions 		
12	Week wise Lecture Contents	
<u>Weeks</u>	<u>Topic of Lecture</u>	<u>Reading Assignment</u>
Week 1	The Role of Market Research and the Research Process	
Week 2	The Nature of Qualitative research	
Week 3	The Nature of Survey Research	

Week 4	Survey Design #1 Writing Questions and Measurement	
Week 5	Survey Design #2 An Overview of Statistical Analysis	
Week 6	Sampling and Data Collection Quiz and cases	
Week 7	Interpretation and Report Writing	
Week 8	<i>Case study</i>	
Week 9	Mid terms	
Week 10	Focus Group	
Week 11	In depth interview	
Week 12	Comparative analysis of research approaches	
Week 13	Guest Lecture/Industrial Tour	
Week 14	Case Study	
Week 15	Revision	
Terminal Examination		

➤ GLOBAL MARKETING

Course title: Global Marketing

Course code: BBA-423

Credit Hours: 3

Total sessions: 2 per week

Course Description:

An advance course in business for marketing majors.

Learning Objectives:

After studying this course, the students should be able to:

1. Understand the world business.
2. Analyze global marketing issues.

3. Comprehend the elements of product, promotion, pricing and placement with global perspective.

Teaching-Learning Methodology:

- Lectures
- Recommended text/book
- Other reading material
- Case studies
- Project report / term paper

Assessment & Evaluation:

Quizzes	10%
Assignment & Presentation	20%
Mid-term	30%
End-term	40%

Recommended Textbooks:

Global marketing by Keagan 9th edition.

Related research journals, periodicals, reports and online resources:

- Harvard Business Review
- Wall Street Journal

Calendar of Activities

Week	Contents	Tasks & Activities
1	Introduction, chapter 1	
2	Chapter 1&2	Quizzes (announced)
3	Chapter 2&3	
4	Chapter 3	
5	Chapter 3&4	

6	Chapter 5	
7	Chapter 5&6	Mid-Term Exam
8	Chapter 7	
9	Chapter 7&8	
10	Chapter 8&9	
11	Chapter 9&10	
12	Chapter 10&11	
13	Chapter 11&12	
14	Chapter 12&13	
15	Chapter 14&15	End-Term Exam

Guidelines:

Quizzes (announced) – minimum three

Project / presentations / assignments – according to the nature of the course

➤ **CONSUMER BEHAVIOR**

Course Instructor: Mehroz Sajjad

Credit Hours: 3 - Spring 2018

Email: mehroz.sajjad@bnu.edu.pk

Course Description

This course focuses on consumer behavior theory and practice both within Pakistan and globally.

Course Requirements

Students must follow the mentioned rules in order to complete this course successfully:

1. Typed assignments with Times New Roman font pt. 12 and space lining equal to 2.0 should be submitted along with the soft copy emailed to the instructor.
2. A minimum of 75% attendance is required at the end of the semester in order to appear for the final exam.
3. Plagiarism is strictly prohibited. Plagiarism in an assignment or exam will lead to F grade for entire course.

Evaluation

Final grade must be above 50% to clear the course.

Class Participation/Attendance	10%
Assignments/Quiz	20%
Final	40%
Mid-term	30%

Course Outline

Week	Topic
Week 1	Course Introduction; Marketing, Advertising, PR, IMC
Week 2	Theory of Consumer Behavior
Week 3	Consumer Behavior Research
Week 4	Segmentation, Targeting & Positioning
Week 5	Motivation
Week 6	Persuasion
Week 7	Consumer Learning
Week 8	Mid Term
Week 9	Branding 101
Week 10	Guest Lecture
Week 11	Digital Landscape for Consumer Behavior
Week 12	Legal and Ethical Concerns
Week 13	Case Studies and Campaign Analysis
Week 14	Emerging Trends in Consumer Behavior
Week 15	Presentations
Week 16	Wrap Up Session

Suggested Readings & Resources

1. Marketing Management by Kotler and Keller, 2012

2. Integrated Advertising, Promotion and Marketing Communication by Kenneth Clow and Donald Baack Pearson, 2014
3. Consumer Behavior (10th Edition) - Leon G Schiffman and Leslie LAzar Kanuk
4. www.brandingstrategyinsider.com
5. www.forbes.com
6. www.mashable.com

More resources in the form of articles, videos and case studies will be shared with the students throughout the semester. Information regarding assignments and final projects will be provided later in class.

Please note that the contents and sequence of the course outline might be altered during the course of the semester. You shall be duly informed of the changes beforehand.

➤ DATABASE MANAGEMENT SYSTEMS

Course Objective:

This is an introductory course in Database management. The course gives an overview of how Databases are used to store, manipulate, and retrieve data in different types of organizations. It covers various technologies used to build and manage databases and how different applications are dependent upon databases today. The course explains how to build robust and flexible databases. Students will learn about the essential skills to design effective databases and to retrieve data through SQL queries.

Learning Outcomes:

1. To learn about the limitations of traditional file processing systems.
2. To understand three design phases of relational databases: conceptual, logical and physical database design.
3. To learn about the main database definition and manipulation facilities in SQL standard

Reference Books:

- (A) Fundamentals of Database Systems Sixth Edition by RamezElmasri, Shamkant B. Naathe
- (B) Modern Database Management, 10th Edition by Jeffrey A. Hoffer, V. Ramesh and HeikkiTopi

Course Outline and Schedule:

<u>Week</u> Mon-Sat	Topics	Textbook (Ref A, B)	Page Nos.	Tests & Assignments
<u>Wk-1</u>	Introduction to Databases What are databases? Traditional File Processing environments. Integrated database management system environment. Advantages and Disadvantages of database approach. Roles of people.	Chp 01	3-18 26-27	
<u>Wk-2</u>	Data and Information Data Models, Schemas, Database System Environment, Levels of Data	Chap 2	32-40	
	3 Level Architecture Logical and physical data independence- Logical data models	Chp 02	41-49	
<u>Wk - 3</u>	E-R Model and Record based Models Logical Models Relational Model Concepts, Constraints, Update Operations in Transactions	Chp 02 Chp 03	41-49 59-79	Assignment 1 Class Test 1
<u>Wk - 4</u>	Types of Transactions, Dealing with Constraint Violations Developing an ER Diagram Dat Modeling Using ER Model, Entity Types, Relationships, Cardinalities	Chp 03 Chp 07	59-79 199 203- 226	

<u>Wk-5</u>	ER Diagram Weak Entity, Naming Conventions,	Chp 08 Chp 02(B)	245- 251 65- 66(B) 70- 76(B)	Mid term 1
<u>Wk-6</u>	Aggregation and Generalization, Enhanced ER Models	Chp 08 Chp 03(B)	245- 251 113- 123	
<u>Wk-7</u>	Relational Data Structures Integrity Rules			
<u>Wk-8</u>	Relational Algebra Mapping E-R Model to Relations Practice Exercises	Chp 09 Chp 04(B)	285- 292 178	Assignment 2 Class Test 2
<u>Wk-9</u>	Normalization Functional Dependencies, 1NF, 2NF 1NF, 2NF	Chp 15 Chp 04(B)	513- 531 182- 192	
<u>Wk-10</u>	Normalization 3NF, BCNF	Chp 15	Practic e	

<u>Wk-11</u>	SQL Creating Table, Insert, update and delete	Chp 04 Chp 06(B)	87-107 245- 249 251- 252	Class Test 3
<u>Wk-12</u>	Select statement, where clause, groupby clause, alter table,	Chp 04 Chp 06(B)	108- 111 256- 259	Mid term 2
<u>Wk-13</u>	SQL Practice Database Security and recovery concepts	Chp 24	835- 842 862- 868	Assignment 3
<u>Wk-14</u>	Data Warehousing & OLAP cube Characteristics of Data warehouse data	Chp 09(B)	377- 381 390- 393	
<u>Wk-15</u>	Data mining and modeling	Handout		
<u>Wk-16</u>	PREP BREAK			
<u>Wk-17</u>	FINAL EXAMINATION			

➤ CREATING WEB CONTENT

Course Objective

This course is an introduction to the creation, design, publication and promotion of web pages and other web content. The main technologies used during the course will include HTML and CSS.

Students will create and maintain a blog through the duration of the course. At the conclusion of the course, students will develop and deploy a complete website.

Learning Outcomes

1. An appreciation of the power of the World Wide Web
2. Ability to create quality content for the World Wide Web
3. Ability to project created content to a large audience

Reference Books

Creating A Website: The Missing Manual by Matthew MacDonald 3rd Edition (2011) O'Reilly Media

Course Outline and Schedule

<u>Week</u> Mon-Sat	Topics	Textbook (Ref A)	Page Nos.	Tests & Assignments
<u>Wk-1</u>	Introduction to the course. Introduction to the World Wide Web. Planning a Website. Lab: Remixing the Web with X-Ray Goggles.	Chap 1	7-18	
<u>Wk-2</u>	Blogs and monetization. Lab: Creating your first blog post.	Chap 13,14	349-382	
<u>Wk-3</u>	Monetization. Lab: Remixing the Web with Thimble.	Chap 14	383-422	Assignment 1 Class Test 1
<u>Wk-4</u>	Uploading your page to the web. Web hosting. Domains. Getting space. Lab: Uploading pages.	Chap 3	49-76	
	Text elements. Lists and tables. Inline formatting. Lab: Using text elements.	Chap 5	103-134	
<u>Wk-5</u>	Adding Graphics. Lab: Webpage with graphics.	Chap 7	183-212	
<u>Wk-6</u>	Recap. Midterm. Midterm discussion.	-	-	Mid term 1

<u>Wk-7</u>	Linking pages. Lab: Complete website with links.	Chap 8	213-239	
<u>Wk-8</u>	Audio and video. Lab: Remixing and creating videos using Popcorn Maker.	Chap 17	487-514	Assignment 2 Class Test 2
<u>Wk-9</u>	Style sheets. Selectors. Colors. Text alignment and spacing. Fonts. Lab: Building a style sheet.	Chap 6	135-182	
<u>Wk-10</u>	Style based layout. Multiple column layout. Layering. Lab: Creating a layout.	Chap 9	239-266	
<u>Wk-11</u>	Web authoring software. Lab: Using a web authoring software. Lab: Dreamweaver.	Chap 4	77-102	
<u>Wk-12</u>	Recap. Midterm. Midterm discussion.	-	-	Mid term 2
<u>Wk-13</u>	Multipart pages. Lab: Creating and using templates.	Chap 10	267-282	Assignment 3 Class Test 3
<u>Wk-14</u>	Adding JavaScript. Buttons. Menus.	Chap 15	423-486	
<u>Wk-15</u>	Presentations.	-	-	
<u>Wk-16</u>	PREP BREAK			
<u>Wk-17</u>	FINAL EXAMINATION			

➤ COMPUTER NETWORKS

Course Objective:

This course gives an overview of computer networks from the business student's perspective. To begin with, concepts about network configurations, data and signals are covered followed by types of transmission media. This is followed by discussion about multiplexing and error detection. Next, local area networks, their topologies and constituent components are discussed. Finally, the Internet and the World Wide Web are covered.

Reference Books:

(A) Data Communications and Computer Networks: A Business User's Approach by Curt White
5th Edition (2009) Thomson Course Technology

Course Outline and Schedule

<u>Week</u> Mon- Sat	Topics	Textbook (Ref A)	Page Nos.	Tests & Assignments
<u>Wk-1</u>	Introduction. Technology Chart and Convergence of technologies. Terms and Definitions. Types of Computer Networks.	Chap 1	1- 15	
<u>Wk-2</u>	Network Architectures. Overview of the OSI and TCP/IP Models. Functions of different layers.	Chap 1	16-22	
<u>Wk-3</u>	Data and Signals. Analog versus digital. Signal strength (decibels). Converting data into signals with one example each. Relationship between Frequency and Bits per Second	Chap 2	34-44 and 58	Class Test 1
<u>Wk-4</u>	Transmission Media. Wired (Twisted Pair, Coaxial and Fiber). Wireless (Satellite and Microwave). Frequency bands defined by ITU.	Chap 3	70-89	Assign 1

<u>Wk-5</u>	Cellular Telephones. Broadband. WiMax. Bluetooth. Wi-Fi. ZigBee. Media Selection Criteria. Examples.	Chap 3	90-109	
<u>Wk-6</u>	Overview of Interfacing and Multiplexing. Interface Standards. EIA-232, USB, Fire wire, SCSI. Asynchronous and Synchronous connection. Half and Full Duplex. FDM and TDM.	Chap 4 Chap 5	116-129 140-143	Midterm 1
<u>Wk-7</u>	Errors and Error Detection. Types of Noise. Error Prevention and Control. Parity check and CRC. Stop n Wait and Sliding Window protocols.	Chap 6	175-194	Assign 2
<u>Wk-8</u>	LAN topologies and their comparison. MAC protocols (CSMA/CD)	Chap 7	204-215	Class Test 2
<u>Wk-9</u>	LAN Components: Bridges, Hubs and Switches. Function of switch. Virtual LANs. Wireless LANs.	Chap 7	216-232	

<u>Wk-10</u>	LAN Networks. Software and Support Systems. Windows Network Operating System features. Network Support Software	Chap 8	256-260 267-273	Class Test 3
<u>Wk-11</u>	MAN and WAN. Circuit Switched and Packet Switched Networks. Connection less and Connection oriented network applications. Routing. Network Congestion.	Chap 9	284-297 305-308	Assignment 3
<u>Wk-12</u>	Internet Protocols. IP-4 and IP-6 Internet 2. VPN	Chap 10	316-328	Midterm 2

<u>Wk-13</u>	The World Wide Web. IP Addresses. Mark up languages. Internet services. Intranet and Extranet.	Chap 10	329-352	
<u>Wk-14</u>	Revision			
<u>Wk-15</u>	Revision			
<u>Wk-16</u>	Prep Break			
<u>Wk-17</u>	Final Examination: Exam Scripts shown: Declaration of Result:			

➤ ERP (APPLICATIONS)

Course Objective:

The objective of this course is to give an overview of Enterprise Resource Planning (ERP) systems. The different components of an ERP system, namely, Sales and Marketing, Finance and Accounts, Human Resource Management, Supply Chain management will be discussed with a view to explain how these areas are effectively managed in an ERP system.

Reference Books:

Concepts in Enterprise Resource Planning by Monk and Wagner 3rd Edition (2009) Thomson Course Technology

Course Outline and Schedule

<u>Week</u>	Topics	Textbook (Ref A)	Page Nos.	Tests & Assignments
Mon-Sat				

<u>Wk-1</u>	Class and Instructor Introduction Introduction to the Course Contents What is ERP? Evolution of ERP, ERP Supported Functions. ERP System Traits, Example to Understand working of an ERP. Advantages & Disadvantages	Lecture Slides		
<u>Wk-2</u>	ERP System, Benefits of an ERP Business Areas and Business Processes	Chap 1	1- 16	
<u>Wk-2</u>	Business Areas and Business Processes (Cont..) Development of ERP systems.	Chap1 (Cont) Chap 2	17-29	
<u>Wk-2</u>				
<u>Wk - 3</u>	Business Areas and Business Processes (Cont..) Development of ERP systems.	Chap1 (Cont) Chap 2	17-29	
<u>Wk - 4</u>	Development of ERP systems. (Cont. . .)	Chap 2		
<u>Wk-5</u>	Production and Supply Chain MIS	Chap 4	77-94	
	Production and Supply Chain MIS (cont. . .)	Chap 4	77-94	
<u>Wk-6</u>	Accounting in ERP systems.	Chap 5	117-127	Midterm 1
<u>Wk-7</u>	Accounting in ERP systems.	Chap 5	117-127	

<u>Wk-8</u>	Human Resource Processes with ERP	Chap 6	157-169	
<u>Wk-9</u>	Human Resource Processes with ERP (contd)	Chap 6	170-177	
<u>Wk-10</u>	Process Modeling with ERP	Chap 7	179-192	
<u>Wk-11</u>	Process Modeling with ERP (contd)	Chap 7	193-210	
<u>Wk-12</u>	ERP and Electronic Commerce	Chap 8	211-223	Midterm 2
<u>Wk-13</u>	ERP and Electronic Commerce (contd)	Chap 8	224-235	
<u>Wk-14</u>	ERP Tools	Lecture Slides & Tool		
<u>Wk-15</u>	Revision & Term Presentations (Research Paper Presentations)			
<u>Wk-16</u>	PREP BREAK			
<u>Wk-17</u>	FINAL EXAMINATION			

➤ **FUNDAMENTALS OF SUPPLY CHAIN MANAGEMENT**

1	Course Title	Fundamentals of SCM
2	Course Code	BBA

3	Credit Hours	3(3,0)
4	Semester	Fall 2019
5	Resource Person	Dr. Zaryab Sheikh
6	Contact Hours (Theory)	3 hours per week
7	Contact Hours (Lab)	N/A
8	Office Hours	
9	Course Introduction	
<p>This course expands on the components of logistics systems and further develops the importance of the supply chain in a firm's success. You will be introduced to forecasting and demand management, procurement and purchasing, benchmarking supply chain performance and the role of information technology in making supply chain decisions.</p>		
10	Learning Outcomes	
<p>Students will be able to:</p> <ol style="list-style-type: none"> 1. Identify the goal of a supply chain and evaluate the impact of supply chain decisions on the success of a firm. 2. Categorize the performance measures that are relevant to a supply chain. 3. Examine the role of forecasting as a basis for supply chain planning, and create a time series forecast using moving averages, exponential smoothing, and regression. 4. Explain the "bullwhip effect", and illustrate through examples, the flow of material between supply chain partners. 5. Compare the major applications of supply chain information technology. 		
11	Course Teaching design	
<p>This course will employ following methods of teaching and learning:</p> <ul style="list-style-type: none"> • Lecture/ Classroom discussion • Case study cracking sessions • Field Trip 		
12	Week wise Lecture Contents	
<u>Weeks</u>	<u>Topic of Lecture</u>	<u>Reading Assignment</u>

Week 1	<i>Supply Chain Management and Competitive Strategy</i>	
Week 2	<i>Customer Fulfilment Strategies</i>	
Week 3	<i>Process Thinking: SMC's Foundation</i>	
Week 4	<i>New Product Development Process: Managing the Idea Infrastructure</i>	
Week 5	<i>The Order Fulfilment Process: Managing the Physical Flow Infrastructure</i>	
Week 6	Quiz and cases	
Week 7	<i>Scanning and Global Supply Chain Design</i>	
Week 8	<i>Strategic Supply Chain Cost Management</i> Case Study	
Week 9	Mid terms	
Week 10	<i>Core Competencies and Outsourcing</i>	
Week 11	<i>Supply Chain Rationalization and Role Shifting</i>	
Week 12	<i>Relationship Management</i>	
Week 13	Guest Lecture/Industrial Tour	
Week 14	<i>Information Sharing</i> Case Study	
Week 15	Revision	
Terminal Examination		

Courses / Groups of Course	Program Outcomes								
	a	b	c	d	e	f	g	h	i
<ul style="list-style-type: none"> • Introduction to Accounting • Business Finance I • Business Finance II • Cost & Management Accounting • Financial Statement Analysis & reporting • Financial Instruments, Markets and Institutions • Financial Modelling 	x		x	x			x		x
<ul style="list-style-type: none"> • Introduction to Banking • Banking Operations & Management • Risk Management 	x		x	x			x		x
<ul style="list-style-type: none"> • Business Communication I • Business Communication II • Business and Professional Ethics 		x	x		x	x	x		x
<ul style="list-style-type: none"> • Principles of Management • Introduction to Business • Organizational Behavior • Human Resource Management 	x	x	x		x	x	x		
<ul style="list-style-type: none"> • Business Mathematics • Business Statistics • Quantitative Techniques in Business 	x		x	x			x		
<ul style="list-style-type: none"> • Principles of Marketing • Digital Marketing • Marketing Management • Advertising & Promotion • Branding Strategy & Management • Global Marketing • New Product Development 	x	x	x	x			x		x

<ul style="list-style-type: none"> • Corporate Law and Governance • Business Tax & Commercial Laws 										X	
<ul style="list-style-type: none"> • IT in Business & IT in Business Labs • Management Information Systems & MIS Labs • Database Management Systems • Creating Web Content • Computer Networks 	X		X	X						X	

Table: Program Courses vs Program Outcomes

Standard 2-2: Theoretical background, problems analysis and solution design must be stressed within the program’s core material.

Elements	Course Title
Theoretical background	Introduction to Accounting
	Business Mathematics
	Business Statistics
	Business Finance I
	Business Finance II
	Introduction to Banking
	Introduction to Business
	Microeconomics
	Macroeconomics
	Principles of Marketing
	Principles of Management
	IT in Business

<p style="text-align: center;">Problem analysis</p>	<p>IT in Business Labs Management Information Systems Investment & Portfolio Analysis Organization Behavior Financial Statement Analysis & Reporting Quantitative Techniques in Business Financial Modeling Business Research Methods Social & Economic Issues in Pakistan Marketing Research, Design & Analysis</p>
<p style="text-align: center;">Solution design</p>	<p>MIS Labs Creating Web Content Database Management Systems ERP (Applications) Business Research Methods Entrepreneurship & Business Development Business Analytics Risk Management New Product Development Strategic Corporate Finance Fin Tech & Digital Finance</p>

Standard 2-3: The curriculum must satisfy the core requirements for the program, as specified by the respective accreditation body. Examples of such requirements are given in Table A.1, Appendix A.

Please refer to Standard 2 – 1.

Standard 2-4: The curriculum must satisfy the major requirements for the program as specified by HEC, the respective accreditation body / councils. Examples of such requirements are given in Table A.1, Appendix A.

Please refer to Standard 2 – 1.

Standard 2-5: The curriculum must satisfy general education, arts, and professional and other discipline requirements for the program, as specified by the respective accreditation body / council. Examples of such requirements are given in Table

Please refer to Standard 2 – 1.

Standard 2-6: Information technology component of the curriculum must be integrated throughout the program.

Please refer to Standard 2 – 1.

Standard 2-7: Oral and written communication skills of the student must be developed and applied in the program.

Please refer to Standard 2 – 1.

Criterion 3: LABORATORIES AND COMPUTING FACILITIES

The School of Business contains one Computer lab.

This lab contains fifty workstations with the following specifications:

- OS: Windows 10
- CPU: Core i5
- RAM: 8 GB
- Hard Drive: 1 TB
- Monitors: Dell 16 Inches

The lab also has a multimedia projector. All required software for the BBA. (Hons.) program are available on each workstation.

Standard 3-1: Laboratory manuals/ documentation/ instructions for experiments must be available and readily accessible to faculty and students.

The above-mentioned lab facilitates the students in performing lab exercises and projects relating to the courses offered in BBA. (Hons.) program.

The following courses have lab exercises which are conducted in the lab:

1. IT in Business Lab (3 hours per week)
2. Management Information Systems Lab (3 hours per week)
3. Quantitative Techniques in Business (3 hours per week)
4. Financial Statement Analysis & Reporting (3 hours per week)
5. Database Management Systems (3 hours per week)
6. Creating Web Content (3 hours per week)
7. Computer Networks (3 hours per week)
8. ERP (Applications) (3 hours per week)

The Students also avail internet facilities and use the computer lab for their assignments and projects.

Standard 3-2: There must be adequate support personnel for instruction and maintaining the laboratories.

The computer lab of School of Business is maintained by a personal from Information Technology Resource Center (ITRC), who is responsible for keeping the computer's hardware and software in working condition. He is also required to ensure that networking of the computers is working properly, and internet is available at each workstation.

The ITRC personal seeks guidance from the concerned course instructor regarding conduct of computer activities pertaining to different courses. Further, the ITRC personal is supported in his job function by the ITRC Staff located in the Server Room.

Standard 3-3: The University computing infrastructure and facilities must be adequate to support program's objectives.

Criterion 4: STUDENT SUPPORT AND ADVISING
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The facilities mentioned in the lab are adequate to support the objectives of the BBA. (Hons.) program. Students of this program are allowed to benefit from the lab equipped with necessary software along with Internet access.

Standard 4-1: Courses must be offered with sufficient frequency and number for students to complete the program in a timely manner.

The BBA (Hons.) Program comprises of forty-seven (47) courses spread over four year (8 semesters) of full-time study.

In each semester, normally five to six courses are offered which constitute a study load of 15-18 credit hours. Each course in the BBA (Hons.) program is offered twice in an academic year i.e. in Spring and Fall semesters. The distribution of courses in each semester is such that students are required to qualify most of the foundation and pre-requisite courses in first two years.

Standard 4-2: Courses in the major area of study must be structured to ensure effective interaction between students, faculty and teaching assistants.

EFFECTIVE FACULTY / STUDENT INTERACTION

Majority of the courses in the program are taught by individual faculty in a semester. Each course is of minimum 3 credits which equals to 45 contact hours per course. In addition to the teaching hours by the faculty, students can book tutorials with the course instructor anytime during the course.

This gives an opportunity to the student to discuss any individual concerns and queries with the concerned tutor on an individual basis. Additionally, faculty has fixed office timings for student consultation and is usually available to meet upon request as well.

Standard 4-3: Guidance on how to complete the program must be available to all students and access to academic advising must be available to make course decisions and career choices.

All program related information is readily available to the students. At the start of every academic semester, the School conducts an orientation for new students. This gives an opportunity to the students to visit the campus, get all required information and meet with the faculty.

The School also distributes individual handbooks for BBA (Hons.) program offered at the School of Business. These handbooks contain important information like rules and regulations regarding the program. In addition, the university annually publishes a detailed prospectus describing the different programs being offered.

Once the students join the program, every semester they are provided with academic information guidelines. This set of information pertains to course outlines, course objectives, class schedules, reading lists, assessment procedures and assessment guideline.

- **STUDENT COUNSELING SYSTEM**

The Academic Coordinator keeps in direct contact with the students enrolled in the program. The students meet with the program coordinator to discuss all professional issues. In cases where further counseling is required for the students, the Academic Coordinator refers the case to the Head of the Department and/or Dean.

The Department of Student Affairs & External Relations provide career counseling to the students at BNU. The qualified members have the relevant expertise to guide the students for the betterment.

In addition, BNU also has a Center for Counselling and Psychological Well-being to help students manage stress and maintain their mental wellbeing. Students, seeking help, can book their appointments with the counselor via email. Faculty can also make a referral if he/she feels that any student needs help. In addition, Department of Management Sciences at School of Business has a faculty member that acts as a liaison between the School/Department and the counselor.

Criterion 5: PROCESS CONTROL

Standard 5-1: The process by which students are admitted to the program must be based on quantitative and qualitative criteria documented. This process must be periodically evaluated to ensure that it is meeting its objectives.

- **ADMISSION CRITERIA**

Candidates with minimum 55% marks in intermediate or average C grade in A-levels are eligible to apply for this program. Admission offer given to students is subject to the decision of the admission committee based on candidate's academic history and performance in the admission test and interview.

- **TRANSFER POLICY**

Transfer of the students from other related schools / programs would be permissible for only those students who have secured minimum 3.0 CGPA. Transferred students must complete 67.5 credit hours from BNU.

- **EVALUATION OF ADMISSION CRITERIA**

The admission criterion is reviewed annually in light of the HEC guidelines. The Board of Studies meets once a year and reviews all matters regarding the program. In addition, the Academic Council of the university also reviews admission procedure and subsequent approval is taken from the Board of Governors of the University.

Standard 5-2: The process by which students are registered in the program and monitoring of students' progress to ensure timely completion of the program must be documented this process must be periodically evaluated to ensure that it is meeting its objectives.

- **PROCESS OF REGISTRATION**

The Department of Management Sciences at the School of Business is committed to following the continual progress of its students. The department Coordinator keeps a record of the student

registrations and detailed enrollment records marking the duration of their academic stay at the university. All such record is also kept by the Examination department and Quality Assurance department of the university.

- **MONITORING STUDENTS PROGRESS**

The student progress is carefully monitored throughout their academic stay at the School. The program follows continuous assessment procedures. The results of the students are carefully recorded and monitored by the school and passed on to the Examination and Quality Assurance department.

The faculty, the Academic Coordinator, the Head of Department and the Dean meet on a regular basis to discuss all student related issues. Attendance records, class performance records of all students are also maintained by the School. Transcripts are prepared by the examination department and are mailed to the students at the end of every semester.

- **EVALUATION AND IMPROVEMENT**

The process is evaluated by conducting periodical peer reviews. Regular meetings between the Coordinator, Head of Department and Dean address any issues regarding students and their performance. New strategies are employed as need arises.

Standard 5-3: The process of recruiting and retaining highly qualified faculty members must be in place and clearly documented. Also processes and procedures for faculty evaluation, promotion must be consistent with institution mission statement. These processes must be periodically evaluated to ensure that it is meeting with its objectives.

- **FACULTY RECRUITMENT PROCESS**

The School of Business follows a thorough process for the recruitment of faculty in line with the BNU and HEC guidelines. The process begins with identification of faculty (preferably foreign qualified), they are then invited to give demonstration lecture. Feedback is taken from the Head of Department, faculty members and the Vice Chancellor on their performance. Based on the feedback, the School of Business then proposes their name to university authorities so that the formal recruitment process may begin, and candidate can be interviewed and scrutinized. These

cases are then put before the Selection Committee that interviews and scrutinizes the candidate for final approval.

- **FACULTY RETENTION**

Incentives for professional development are given as part of faculty retention. The University offers 50% fee waiver to faculty members if they enroll in any academic program being offered in BNU. Additionally, if any faculty wants to pursue higher studies, they are encouraged to do so and awarded unpaid leave for that certain time period.

- **FACULTY EVALUATION PROCESS**

To maintain the standard of education, the department of Management Sciences conducts semester wise faculty evaluation to evaluate the courses and faculty progress. Every semester under the supervision of HOD and Quality Assurance department, an assessment is conducted to ensure students are getting the best learning outcomes.

- **FACULTY PROMOTION PROCESS**

If a faculty member in service achieves qualification and experience required for promotion at the next academic level, the respective Dean sends a recommendation to Departmental Promotion Committee which reviews the candidates' credentials in accordance with HEC guidelines for faculty appointment.

In event of promotion as Assistant Professor and Associate Professor, the Committee further forwards the case to BNU Selection Board which interviews the candidate and sends recommendation to Vice Chancellor for approval. In case of promotion as Professor, the case is forwarded to Selection Board which interviews the candidate and sends its recommendation to Board of Governors for approval.

Standard 5-4: The process and procedures used to ensure that teaching and delivery of course material to the students emphasizes active learning and that course learning outcomes are met. The process must be periodically evaluated to ensure that it is meeting its objectives.

The Department of Management Sciences sits at least twice a year to discuss new and expected courses for the upcoming semester. As per departmental regulations, courses are drawn with consensus and are then moved to the Board of Studies and Board of Faculty for their approval and suggestions. Hence, these courses are designed in light of modern trends and developments.

The educational needs of our students are also taken into consideration at the time of designing a course. The department meets on a regular basis to discuss the progress of the courses. Evaluations done by students at the end of course as well as, soft feedback by the students is given weightage when courses are designed.

Standard 5-5: The process that ensures that graduates have completed the requirements of the program must be based on standards, effective and clearly documented procedures. This process must be periodically evaluated to ensure that it is meeting its objectives.

The Academic Coordinator maintains thorough records of the students. These records are reviewed at the start and end of every semester to ensure the student is progressing and meeting all requirements of the program. The Registrar Office and Quality Assurance department maintain files of each student. These files contain past and ongoing academic record of the students. At the end of each semester these records are reviewed as a means to check student performance.

At the time of graduation, the record of each student is thoroughly scrutinized to ensure that the student has fulfilled all requirements of the program. After ensuring that all requirements have been met the student is allowed to graduate.

Criterion 6: FACULTY

Standard 6-1: There must be enough full-time faculties who are committed to the program to provide adequate coverage of the program areas/courses with continuity and stability. The interests and qualifications of all faculty members must be sufficient to teach all courses, plan, modify and update courses and curricula. All faculty members must have a level of competence that would normally be obtained through graduate work in the discipline. The majority of the faculty must hold a Ph.D. in the discipline.

All of the faculty members at the Department of Management Sciences at School of Business, have necessary technical expertise and knowledge to teach the courses in the program. Also, there are enough faculty members to provide continuity and stability and to cover the curriculum adequately and effectively. In addition, the Department of Management Sciences also hires faculty on visiting basis from corporate world.

Detail about the permanent faculty of the Department of Management Sciences at the School of Business is given below.

Program Area	Number of Faculty Members in the Area	Name of the Faculty Member	Title of Last Degree	Awarding University
Finance & Banking	4	Farrukh J. Karamat	Master of Finance (MSc. in Finance)	Cass Business School, City University, London, U.K.
		Omar Naeem	CFA	CFA Institute, USA
		Furqan Asad Suhail	CFA	CFA Institute, USA
		Sana Iqbal	MS in Management Sciences (Finance)	COMSATS Institute of Information Technology
Accounting	3	Ijaz Hussain	ACMA	Institute of Cost and Management Accountants of Pakistan
		Furqan Asad Suhail	CFA	CFA Institute, USA
		Omar Naeem	CFA	CFA Institute, USA

Management	3	Burhan Khokhar	PhD in Human Resource Management	Huddersfield University, UK
		Sana Iqbal	MS in Management Sciences	COMSATS Institute of Information Technology
		Fatima Khalid	MSc in Management for Business Excellence	University of Warwick – Coventry, United Kingdom
Marketing	2	Mehr Alam	Master of Science (M.S.) in Consumer Science	Purdue University, USA
		Zaryab Sheikh	Post Doc	Hefei University of Technology, China
Information Technology	3	Dr. Khaver Zia	PhD	University of Manchester, UK
		Shazia Rizwan	MS(CS)	University of Central Punjab
		Huda Sarfraz	MS(CS)	FAST - National University of Computer and Emerging Sciences
Mathematics & Statistics	2	HafsaTanveer	M.Phil. in Economics	Lahore School of Economics
		Mehr Alam	Master of Science (M.S.)	Purdue University, USA

			in Consumer Science	
Economics	4	Dr. Hafeez Pasha	PhD in Economics	University of Stanford
		Shahid Hafiz Kardar	ACA	
		Nida Sohail Ch	MSc in Economics	London School of Economics and Politics Science
		Fatima Malik	M. Phil, Development and Public Policy	Beaconhouse National University, Lahore

Faculty Distribution by Program Area

Standard 6-2: All faculty members must remain current in the discipline and sufficient time must be provided for scholarly activities and professional development. Also, effective programs for faculty development must be in place

All faculty members in the Department of Management Sciences have at least MS / M.Phil. Degree from foreign or local university. In addition, they have expertise in their area of study and have taught the courses allocated to them previously as well.

Full time faculty members are assigned a maximum of 3 courses in BBA. (Hons.) degree program which entails 9 to 10 semester credit hour of student contact. Keeping in view this load the fulltime faculty has sufficient time for professional development.

Faculty is also encouraged to participate in seminars, workshops and conferences in the area of their interest.

Standard 6-3: All faculty members should be motivated and have job satisfaction to excel in their profession.

The faculty members are provided a congenial working environment which is conducive for teaching and research. Air-conditioned offices/workstations with internet connectivity and access to digital library are standard features of the faculty working environment.

Faculty members can purchase any book of their choice without hindrance. Faculty can also undertake professional development training and also get leave for improving their qualification at any other Institution, subject to providing a service bond.

The performance of faculty is appraised on annual basis and they are awarded annual increment based on the appraisal.

Survey of faculty is conducted annually (on HEC approved Proforma # 5) in which the faculty provides its input on work environment and their own performance during the year. The survey is quite effective in assessing the faculty, their views for improving the work environment and facilities.

All the above features help in motivating the faculty in their job.

Criterion 7: INSTITUTIONAL FACILITIES

Standard 7-1: The institution must have the infrastructure to support new trends in learning such as e-learning.

The Infrastructure and facilities that support new trends engines such are: J Stor: is a digital library founded in 1995 encompassing past and current digitized academic journals, books and primary sources of information. Art Stor: is an organization that builds and distributes online resources of digital library with 1.4 million images related to the arts, architecture, humanities, sciences, shared shelf, and a web-based cataloging and image management software services that allows institutions to catslog, edit, store and share local collections.

Library: Best resources available through books, journals and collections of articles.

Standard 7-2: The library must possess an up-to-date technical collection relevant to the program and must be adequately staffed with professional personnel.

Library Services

BNU library is providing following services to its users

- Circulation Service
- Reference Service
- Reservation of books
- Recommendation of library material
- Current Awareness Service
- Inter Library Loan Service
- Photocopying / Scanning Service
- Orientation and Information Sessions
- Selective Dissemination of Information
- Audio Visual Service

Shifting of library

BNU library was shifted in December 2019 into a newly state of the art library (7200 sf) situated in Recourse Center Block. In this newly constructed library there are three main sections (a) Circulation Section, at the entrance of the library. (b) Reference & Research Section, where 07 computers are placed and research dissertations and thesis are arranged in this section to facilitate BNU research scholars. (C) Technical Section, which provides technical services to complete the newly purchased/gifted items of the library.

Research Workshops/Seminars

BNU library is providing services in promoting research culture in university for this purpose research workshops/seminars are being held in all BNU schools to facilitate the research scholars that how can the easily access BNU and other online resources whining the university and from home? During the academic year 2019-20 BNU library arranged 10 research workshops seminars to enhance the research abilities of the scholars. Experts, educationists and professionals from outside the campus especially Dr. Muhammad Tariq (academician, researcher, library professional and a trainer) was also invited to facilitate the BNU research scholars.

Library Database

BNU library is working with ITRC team on customization of a Library Management System that fulfills the all requirements to meet the modern library trends. Main features of this Management Systems are mentioned bellow.

- Acquisition
- Cataloging
- Memberships
- Circulation
- Reports
- Web OPAC
- Serials
- Data Exchange
- Standards
- Digital Library
- Management

- Institutional Research Repository

BNU library is also working on BNU Research repository where the user will be able to check the research work of the university researchers online.

Professional Development

The librarians have been trained in MARC records development and cataloging in a new integrated Library System (Libxol). Furthermore, all library staff is trained to meet the modern Library and Information Science trends. Training in the use of the software and Archives and Records Management is given to library professionals. The need for this has arisen as a new Archives and a Records Management program has been initiated at the University.

Collection Development

A collection policy has been formulated to guide the library in its development of the collections

Library Committee

The BNU Library is guided by the Library Committee for effective management. Dean, Heads of schools are members and library liaisons are nominated from all departments.

Annual Report

Librarian prepares an annual report to present to the Vice Chancellor of the University, highlighting the accomplishment, problems and needs of the library. Utilization of resources and statistical data is presented in this report.

Books (print from)

Total:	16064
During 2020-2021:	264
Books (Electronic):	148000 (through e-brary) & 6500 PDF
Reports:	2283
DVDs:	1056 (E-Movies 3500)
Art Catalog:	1181

Government Documents:

Pakistan Economic Survey 1980 to 2019-20

State Bank of Pakistan Report

All 5 years Plans (Soft Copy is also available)

Annual Plans (Soft Copy is also available)

50 Years Pakistan Statistics of Pakistan

Ten Years Perspective Development Plan 2001-11

Pakistan Education Policy

Pakistan Education Statistics 2007-2008

Pakistan Demographic & health Survey 2006-07

District Census Reports 1998

HEC Annual Reports

HEC Curriculums 2009, 2010

Judicial statistics of Pakistan Annual Reports

Punjab Development Statistics

Pakistan Engineering Congress Reports sessions 1983, 1984, 1985, 1992

Pakistan in the 21st Century: Vision 2030

Promise, Policy, Performance: Two Years of People Government 2008-2010

Library Budget

- Annual Budget of BNU Library is Rs. 5.9 million

BNU Publications (Thesis)

Institute of Psychology:	173
School of Education:	267
School of Mass Communication:	329
SMC TFT:	99
SLASS-Economics:	25
SLASS DLA:	66
School of IT:	288
IPP Reports:	2008-2014
The Maya Tree: Vol. 1	Fall 2009
Students Degree Shows:	Annually
Prospectus:	Annually
SVAD/SA Prospectus:	Annually
Faculty Catalogs	Arts Catalogs
Convocation Gazette:	1 st – 15 th
BNU Gazette (news letter)	3 /years
Research Journals (Print)	050
Research Journals (electronic)	6277

BNU Library URL:

<http://www.bnu.edu.pk>

Library Members

Total Library Membership:	3132
Faculty:	335

Students: 2689

Staff: 106

Digital Library

ProQuest Dissertations & Theses

ProQuest Dissertations & Theses Global is the world's most comprehensive collection of dissertations and theses from around the world, spanning from 1743 to the present day and offering full text for graduate works added since 1997, along with selected full text for works written prior to 1997. It contains a significant amount of new international dissertations and theses both in citations and in full text.

Access URL: <https://search.proquest.com/pqdtglobal?accountid=135034>

Subject Strengths

- Business and Economics
- Medical Sciences
- Science
- Technology
- Agriculture
- Social Sciences
- Arts
- Humanities

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- History: America
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- Philosophy, Psychology, Religion
- Political Science
- Science

- Social Sciences
- Technology

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Institute for Operations Research and the Management Sciences (INFORMS)

Available Contents

INFORMS publishes 12 scholarly journals, including a journal for the practice of OR/MS (Interfaces), as well as an on-line open access journal (INFORMS Transactions on Education).

Access URL: <http://journals.informs.org>

License Agreed: Available to all public and selected private universities and some other eligible institutes

Subject Strengths

- Operations Research
- Management Science
- Analytics
- Operations Management
- Information Systems
- Decision Analysis
- Research Theory
- Marketing Research and Science
- Computing and Information Technologies
- Research Theory
- Strategic Management

- Mathematical TheorySupply Chain Management

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- Reference linking through Cross-Ref
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2012 INFORMS Journals: Full Text Listing

JSTOR

- Content in JSTOR spans many disciplines, with over 500 high-quality publications available in the archive.
- JSTOR provides the ability to retrieve high-resolution, scanned images of journal issues and pages as they were originally designed, printed, and illustrated.

Springerlink

Available Contents

Springer is the world's second largest STM publisher, delivering high quality peer-reviewed journals through its acclaimed online service - SpringerLink. Through SpringerLink, Springer publishes more than 1,250 journals online of which 1,030 are now available to Institutes within a range of PERI countries. Springer also offers optional pricing for the remaining (new and takeover journals in its programme). The www.SpringerLink.com website lists a vast collection of Springer electronic products including: e-journals, 'Historical Archives' of e-journals, e-book series, 'Historical Archives' of e-book series, e-books and e-reference works. Most INASP-PERI subscribers have 'paid' access to selective e-journals only and none of these other electronic

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License Agreed: Country wide access available to all public & private sector universities and non-profit indigenous R&D organizations.

Access URL: <https://link.springer.com/>

Subject Strengths

- Astronomy
- Behavioral & Social sciences
- Chemical sciences
- Computer science
- Economics
- Engineering
- Environmental sciences
- Geosciences
- Humanities
- Law
- Life sciences
- Mathematics
- Medicine
- Physics

Service Strengths

- Full text of Springer journals available, with back files ranging from 1997 onwards
- Online First service delivers journal articles in PDF or HTML format ahead of their print publication
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Full Title Listings: Journal Listings

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Access URL: <http://www.tandfonline.com>

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License Agreed: Available to all public and selected private universities and some other eligible institutes

Subject Strengths

- Arts & Humanities
- Anthropology & Archaeology
- Behavioral Science
- Business, Management & Economics
- Chemistry
- Criminology & Law
- Education
- Engineering, Computing & Technology
- Environment & Agriculture
- Geography, Planning, Urban & Environment
- Library & Information Science
- Mathematics & Statistics
- Media, Cultural & Communication Studies
- Physics
- Politics, International Relations & Area Studies
- Public Health & Social Care
- Sociology & Related Disciplines
- Sport, Leisure & Tourism
- Strategic, Defense & Security Studies

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- Citation Alerts generate an alert when new citations of your chosen articles, chapters or records appear.
- iFirst Alerts receive alerts on new articles in your field once they have been accepted for publication.
- Search Alerts displays your saved searches.
- RSS feeds receive a feed of the latest articles published in your chosen publication.

2017 Full Title Listings: Journal Listings

Impact Factor:

Over 780 journals are listed in the 2010 Thomson Reuters, Journal Citation Reports®.

Wiley - Blackwell Journals

Content Available

Wiley-Interscience is an STM (Science, technology, and Medicine) and SSH (Social Sciences and Humanities) publisher. Introduced in 1997, Wiley InterScience is a leading international resource for scientific, technical, medical and scholarly content

In June 2008, Wiley InterScience incorporated the online content formerly hosted on Blackwell Synergy to provide access across 1,234 journals in science, technology, medicine, humanities and social sciences. Since the Blackwell-Synergy merger with Wiley-Interscience, all the journals available to HEC consortium are now available through Wiley-Interscience.

Access URL: <http://www3.interscience.wiley.com/>

Licence Agreed: Available to all DL registered universities/institutes

Wiley-Blackwell Journal List

Journal Listings available in library

Subject Strengths

- Agriculture, Aquaculture & Food Science
- Architecture & Planning
- Art & Applied Arts
- Business, Economics, Finance & Accounting
- Chemistry
- Computer Science & Information Technology
- Earth, Space & Environmental Sciences
- Humanities
- Law & Criminology
- Life Sciences
- Mathematics & Statistics
- Medicine
- Nursing, Dentistry & Healthcare
- Physical Sciences & Engineering
- Psychology
- Social & Behavioral Sciences
- Veterinary Medicine

The following journals offer free online access to developing economies, based on either programs such as HINARI, or on a HighWire-based program offering access to countries appearing in the World Bank's list of "low income economies," plus Djibouti. Individual publishers use the list from the World Bank as a guideline for determining their policies, so some variation in access per publisher does occur. **You do not need to sign up for this service as our software automatically detects the country you are connecting from and grants access accordingly.**

- AAP Grand Rounds
- AAP News
- Academic Emergency Medicine
- Academic Psychiatry
- Advances in Physiology Education
- American Journal of Geriatric Psychiatry
- American Journal of Psychiatry
- American Journal of Public Health
- Annals of Internal Medicine
- ASH Education Program Book
- BMJ
- British Journal of Radiology
- British Journal of Sports Medicine
- CA: A Cancer Journal for Clinicians
- Canadian Medical Association Journal
- Chest
- Circulation
- Experimental Biology and Medicine
- Health Affairs
- Hypertension
- Journal of Clinical Endocrinology & Metabolism
- Journal of Clinical Investigation
- Journal of Experimental Medicine
- The Journal of General Physiology
- Journal of Neuropsychiatry and Clinical Neurosciences
- Journal of Nuclear Medicine
- Journal of Nuclear Medicine Technology
- Journal of Ultrasound in Medicine
- Molecular Biology of the Cell
- Molecular Endocrinology
- NeoReviews
- New England Journal of Medicine
- The Oncologist
- Pediatrics

- Clinical Chemistry
- Dentomaxillofacial Radiology
- Diabetes
- Diabetes Care
- Diabetes Spectrum
- Endocrine Reviews
- Endocrinology
- Pediatrics in Review
- Psychiatric Services
- Psychosomatics
- Recent Progress in Hormone Research
- Red Book Online
- The Journal of Cell Biology

The International Community Trust for Health and Educational Services (ICTHES World Care) publishes four medical journals:

- **Community Dermatology**

Supported by some of the UK's leading skin specialists, 'CD' seeks to provide health workers with up-to-date and relevant information on the diagnosis and treatment of skin disease, and the general promotion of skin health within their communities. This publication, in particular, has many photographs and other illustrations to aid health workers in diagnosis and treatment.

- **Community Ear and Hearing Health**

Produced in partnership with the World Health Organization and Christian Blind Mission, 'CEHH' seeks to deal with the prevention, management and rehabilitation of ear and hearing disorders, whilst at the same time promoting ear and hearing health in developing countries.

- **Developing Mental Health**

Is designed to respond to global mental health issues. Mental health workers are particularly under-resourced in the developing world. It was founded after direct consultation with mental health specialists from 20 developing nations.

- **Repair and Reconstruction**

Addresses major needs throughout the world such as 'Burn Injury', 'Land-Mine Injury', 'Leprosy' and 'Congenital Abnormalities in Children'. Two issues of 'R&R' have already been produced, focusing on 'Burn Injury'. This Journal is produced in partnership with the Overseas Interest Group of the British Association of Plastic Surgeons. Publication is currently suspended for editorial reasons but it is hoped to resume publishing as soon as possible.

You can read or download PDFs of these journals from this URL:

<http://www.ictheworldcare.com/journals.html>

Standard 7-3: Classrooms must be adequately equipped, and offices must be adequate to enable faculty to carry out their responsibilities.

- **Classrooms**

The classrooms have adequate space for studio work. The Studios are equipped with multimedia and sound facilities which accommodate the needs of the students.

- **Faculty Office**

The faculty offices are fully equipped with desktop computers with internet and WIFI connectivity, printers and scanners for each of the permanent faculty members of the department. In house intercom system between faculty offices throughout the university helps to facilitate communication between faculty members and different studios, labs and working areas within the university.

Criterion 8: INSTITUTIONAL SUPPORT

The institution's support and the financial resources for the program must be sufficient to provide an environment in which the program can achieve its objectives and retain its strength.

- **BNU Hostel**

The construction of BNU Hostels is complete and a state-of-art, purpose-built, on-campus boarding facility is ready and available for occupancy of 74 girls and 80 boys. BNU Hostel compound is a 42,000 sq.ft. segregated wings for girls and boys. Each wing of the facility has appropriately equipped common rooms, pantries on each floor, a visitor's lounge and a laundry.

An adjoining facility to cater to the accommodation needs of international faculty is near completion.

- **Library**

The BNU Library remains open from 9:00 a.m. – 6:30 p.m. daily, Monday to Friday and for a specific number of hours on Saturday as well. A full-time librarian and assistants provide

library information and access. Photocopying facilities are available at cost five days a week, 9:00 a.m. – 6:30 p.m. daily at the student resource center.

- *BNU Library Space Relocation Project*

The first phase of BNU Library relocation project to its original planned location conducted successfully in September 2019. The interior and floor plans were developed by three graduating students of the BNU School of Architecture, Ar. Shahbaz Zafar, Ar. Fahad Rizwan and Ar. Kashif Moaz under the supervision and support from the BNU Student Affairs and Procurement Departments. Our well-stocked facility now occupies a considerable 7,000 square feet of space with spacious reading areas and an extended reference section.

- **Computer Labs**

All computer labs with access to Internet, scanning and printing (colour & b/w) from 9:00 am. to 6:30 pm. daily Monday to Friday.

- **Sports Club**

BNU encourages student participation in extracurricular activities and regularly hosts concerts, exhibitions, film screenings and other cultural events. The Sports Club of BNU promotes sports activities among the students by organizing matches throughout the year among different departments as well as with other universities and colleges.

- **Student & Alumni Affairs**

The Student Affairs Office under the Directorate of Student Affairs and External Relations coordinates with university's non-academic units for timely resolution of issues brought up by students (cafeteria, transport, hostels and related matters) besides providing support in holding co-curricular activities and ensuring students' co-curricular participation at events outside the university. It also maintains liaison with the university's alumni for their facilitation and assistance wherever needed.

The responsibilities of the department are as follows:

- a) Conduct orientation and guidance services for new entrants to acquaint them with University life and rules.
- b) Attend to student grievances and provide support for early resolution of student problems and issues.
- c) Support and facilitate co-curricular activities by student society's and clubs such as BNU Bestival, BNU Model United Nations (BUMUN) etc.
- d) Maintain the alumni network (graduate email database) and organize on-campus activities including meet-ups and homecomings.

- **Virtual Health Center**

BNU offers a primary care facility to its students, faculty and staff through its on-campus Virtual Health Centre (VHC) in partnership between iHeal and Cloudclinic. The Clinic provides services of regular checkup and basic medical screening to BNU faculty, staff and students. The Clinic is manned by trained nursing staff with the availability of an online panel of general physicians where patients can connect with them face-to-face in real-time via video screen upon request or requirement.

The purpose of VHC is to provide primary care on campus, screen for underlying risks for diabetes and hypertension, provide medical advice, monitor and manage basic health and refer to specialist care where required. Students can get their Blood Pressure, Blood Sugar, Body Mass Index (BMI), Body Temperature, Pulse and Eye Vision evaluated. VHC then creates a wellness profile of each student against a unique ID number which is stored with the Clinic for future visits. Based on any irregularities, a student may be advised appropriate course of action by the medical team. All screenings and visits to the clinic are optional and free-of cost for students.

- **Center For Counseling And Psychological Well-Being**

BNU considers the emotional health of student and staff as its top priority. It has established an on-campus Center for Counseling and Psychological Well-being with support from BNU Institute of Psychology. The center aims to provide students with services to help them gain and maintain psychological well-being, featuring a qualified Psychologist on board as the Campus Counselor. Students can seek help from our trained professional in complete confidence regarding any personal, social or other crises they may be facing and discuss the same in a supportive and secure environment.

The aim of the Center is to encourage students' personal, academic & social growth, enhance their problem-solving and decision-making capabilities and to ultimately enable them to face various life challenges in a wholesome manner.

- **Cafeteria And Resource Center**

The BNU cafeteria block is a three-story well-furnished facility spread on 18000 sq. ft. area and with seating capacity for over 3000 persons at a time. The basement and the ground floor are completely operational while the upper ground floor is reserved for special occasions and gala buffet events. A cafeteria quality assurance committee with representatives from faculty and management ensures maintenance of highest standards in quality and hygiene and diversity of cuisine at economical prices through surprise visits and regular in-person meetings with the cafeteria management and staff. Periodic medical health examination and diagnostic tests of chefs and waiters is conducted.

- **Career Placement Office**

BNU has established a Career Placement Office under the Directorate of Student Affairs and External Relations that serves Career Placement needs of students and graduates. The services include Academic Counseling, Professional Counseling, Job Placement, internship facilitation and enabling students for self-employment and start-up business opportunities.

The responsibilities of this department include the following services:

- a) Undertake career counseling of prospective applicants as well as parents during admissions cycle.
- b) Provide career guidance services to students, facilitate internship programs and build liaison with industry for job placements.
- c) Conduct Job Fairs, Recruitment Drives, Employer Meet-ups, and Screening Interviews for graduates and graduating students.
- d) Develop and maintain a graduate directory of recent graduates.
- e) Liaise with the United States Education Foundation in Pakistan and British Council, UK and explore other international education opportunities for students and keeping them informed on international fellowships and scholarship
- f) Extend support for international exchange semesters and summer (Turkey, USA, Germany etc.)
- g) Facilitate start-up incubation at Plan9 Technology Incubator, The Indus Entrepreneurs (TiE) Lahore Chapter, NetSol Nspire Program, National Incubation Center, The Nest I/O, WomenX Pakistan for mentoring of students and alumni to capitalize on their entrepreneurial potential.

Table: University Wise Facilities:

Name of Facility	Quantity	Total Area/ Size (where applicable)	Total Capacity
Sport Grounds/Courts (Cricket/Hockey/Football/Squash Court etc.)	2	326700	-
Religious Places (Mosque/Church/Temple etc)	2	4043	185

Hostels for Boys	1	10051	78
Hostels for Girls	1	9579	72
Hostels for Faculty Members (Male)	1	4720	8
Hostels for Faculty Members (Female)	Combine	Combine	Combine
Auditorium(s)	3	6208	366
Laboratories (Computer Lab)	12	8136	400
Libraries	1	7200	100
Classrooms	67	64587	2348
Cars	-	-	-
Buses	-	-	-
Coasters/Hiaces	15	-	375
Cafeterias	1	18014	800
Wi-Fi Hotspots	63	-	-
CCTV Cameras	58	-	-
Generator(s)	14	-	-
ATMs	2	-	-
Trees	750	-	-
Any other important facility (Medical Facility)	1	-	-

Standard 8-1: There must be sufficient support and financial resources to attract and retain high quality faculty and provide the means for them to maintain competence as teachers and scholars.

- The faculty of School of Business gets market-based salaries along with standard service benefits i.e. Provident Fund, Annual Leave, Medical Leave, and Medical Insurance.

- The Institute has sufficient budgeted fund to support the faculty. The Institution also has funds to support faculty needs for teaching and research purposes.
- The Department of Management Sciences has a coordinator to handle all administrative and coordination tasks.

Standard 8-2: There must be an adequate number of high-quality graduate students, research assistants and Ph.D. students.

The Department of Management Sciences at School of Business offers only one program i.e. BBA. (Hons.) at the undergraduate level. Therefore, the department has no research assistants or graduate and Ph.D. students.

Standard 8-3: Financial resources must be provided to acquire and maintain Library holdings, laboratories and computing facilities.

- **Library**

Please refer to Standard 7 – 2

- **Laboratories**

Please refer to Criterion 3

- **Computing Facilities**

Please refer to Criterion 3

Rubric Report



Beaconhouse National University

School of Business

(Department of Management Sciences)

Bachelors in Business Administration

Criterion 1 - Program Mission, Objectives and Outcomes	Weight = 0.05				
	Score				
	5	4	3	2	1
Does the program have documented outcomes for graduating students?		4			
Do these outcomes support the program objectives?	5				
Are the graduating students capable of performing these outcomes?		4			
Does the department assess its overall performance periodically using quantifiable measures?		4			
Is the result of the program assessment documented?	5				
Total Encircled Value (TV)	22				
Score 1 (S1) = {TV / (No. of Questions * 5)} * 100 * Weight	4.4				

Criterion 2 - Curriculum Design and Organization	Weight = 0.20				
	Score				
	5	4	3	2	1
Is the curriculum consistent?			3		
Does the curriculum support the program's documented objectives?		4			
Are theoretical background, problem analysis and solution design stressed within the program's core material		4			
Does the curriculum satisfy the core requirements laid down by respective accreditation bodies? (Refer to appendix A of the Self-Assessment Report Manual)		4			
Does the curriculum satisfy the major requirements laid down by HEC and the respective councils / accreditation bodies? (Refer to appendix A of Self-Assessment Manual)		4			
Does the curriculum satisfy the general education, arts and professional and other discipline requirements as laid down by the respective body / councils? (Refer to appendix A of Self-Assessment Manual)	5				

Is the information technology component integrated throughout the program?	5				
Are oral and written skills of the students developed and applied in the program?	5				
Total Encircled Value (TV)	34				
Score 2 (S2) = {TV / (No. of Questions * 5)} * 100 * Weight	17				

Criterion 3 - Laboratories and Computing Facilities	Weight = 0.10				
	Score				
	5	4	3	2	1
Are laboratory manuals / documentation / instructions etc. for experiments available and ready accessible of faculty and students?	5				
Are there adequate number of support personnel for instruction and maintaining the laboratories?		4			
Are the University's infrastructure and facilities adequate to support the program's objectives?		4			
Total Encircled Value (TV)	13				
Score 3 (S3) = {TV / (No. of Questions * 5)} * 100 * Weight	8.67				

Criterion 4 - Student Support and Advising	Weight = 0.10				
	Score				
	5	4	3	2	1
Are the courses being offered in sufficient frequency and number for the students to complete the program in a timely manner?	5				
Are the courses in the major area structured to optimize interaction between the students, faculty and teaching assistants?	5				
Does the University provide academic advising on course decisions and career choices to all students?	5				
Total Encircled Value (TV)	15				
Score 4 (S4) = {TV / (No. of Questions * 5)} * 100 * Weight	10				

Criterion 5 - Process Control	Weight = 0.15				
	Score				
	5	4	3	2	1
Is the process to enroll students to a program based on quantitative and qualitative criteria?	5				
Is the process above clearly documented and periodically evaluated to ensure that it is meeting its objectives?		4			
Is the process to register students in the program and monitoring their progress documented?	5				
Is the process above periodically evaluated to ensure that it is meeting its objectives?		4			
Is the process to recruit and retain faculty in place and documented?	5				
Are the processes for faculty evaluation & promotion consistent with the institution mission?			3		
Are the processes in 5 and 6 above periodically evaluated to ensure that they are meeting their objectives?			3		
Do the processes and procedures ensure that teaching and delivery of course material emphasize active learning and that course learning outcomes are met?	5				
Is the process in 8 above periodically evaluated to ensure that it is meeting its objectives?		4			
Is the process to ensure that graduates have completed the requirements of the program based on standards and documented procedures?	5				
Is the process in 10 above periodically evaluated to ensure that it is meeting its objectives?		4			
Total Encircled Value (TV)	47				
Score 5 (S5) = {TV / (No. of Questions * 5)} * 100 * Weight	12.82				

Criterion 6 – Faculty	Weight = 0.20				
	Score				
	5	4	3	2	1

Are there enough full-time faculty members to provide adequate coverage of the program areas / courses with continuity and stability?		4			
Are the qualifications and interests of faculty members sufficient to teach all courses, plan, modify and update courses and curricula?	5				
Do the faculty members possess a level of competence that would be obtained through graduate work in the discipline?	5				
Do the majority of faculty members hold Ph.D. degree in their discipline?				2	
Do faculty members dedicate sufficient time to research to remain current in their disciplines?		4			
Are there mechanisms in place for faculty development?			3		
Are faculty members motivated and satisfied so as to excel in their professions?		4			
Total Encircled Value (TV)	27				
Score 6 (S6) = {TV / (No. of Questions * 5)} * 100 * Weight	15.43				




Criterion 7 -Institutional Facilities	Weight = 0.10				
	Score				
	5	4	3	2	1
Does the institution have the infrastructure to support new trends such as e-learning?	5				
Does the library contain technical collection relevant to the program and is it adequately staffed?		4			
Are the classrooms and offices adequately equipped and capable of helping faculty carry out their responsibilities?	5				
Total Encircled Value (TV)	14				
Score 7 (S7) = {TV / (No. of Questions * 5)} * 100 * Weight	9.33				


Criterion 8 - Institutional Support	Weight = 0.10				
	Score				

	5	4	3	2	1
Is there sufficient support and finances to attract and retain high quality faculty?			3		
Are there an adequate number of high-quality graduate students, teaching assistants and Ph.D. students?	N/A				
Total Encircled Value (TV)	3				
Score 8 (S8) = {TV / (No. of Questions * 5)} * 100 * Weight	6				

Overall Assessment Score = S1 + S2 + S3 + S4 + S5 + S6 + S7 + S8 =	83.65
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Implementation Plan (Summary) – BBA (Hons.) - Department of Management Sciences

AT Findings	Corrective Action	Implementation Date	Responsible body	Present Status
Less engagement of students in classes especially in finance courses.	Divided a course of Business Finance into two courses i.e. Business Finance-I and Business Finance-II.	September 2020	Department of Management Sciences, School of Business	Business Finance-I is offered to the students in Fall 2020 and Business Finance-II will be offered in Spring 2021.
Mediocre performance of students in the final year project and in the internship report.	Created a handbook of all the guidelines, assessment criteria and deliverables of the final year project and internship to give students a better idea of what is expected of them.	September 2020	Department of Management Sciences, School of Business	Handbooks were approved in the 3 rd BOF (held on 13 th July 2020) & implemented for Fall 2020 batch from September 2020.
Member AT				
Mr. <u>Ijaz Hussain</u> 				
HoD				
Name and Signature <u>Ijaz Hussain</u> 				
QEC				
Name and Signature <u>N. Lodhi</u> 				


Vice Chancellor
Beaconhouse National University
Lahore